



REPUBLIC OF GHANA

LOCAL GOVERNMENT SERVICE

PERFORMANCE MANAGEMENT SYSTEM

**2018 ANNUAL PERFORMANCE EVALUATION REPORT
OF METROPOLITAN, MUNICIPAL
AND DISTRICT ASSEMBLIES (MMDAs)**

ON THE

**2018 PERFORMANCE CONTRACTS BETWEEN:
HON. METROPOLITAN, MUNICIPAL & DISTRICT CHIEF EXECUTIVES AND
METROPOLITAN, MUNICIPAL & DISTRICT COORDINATING DIRECTORS**

OFFICE OF THE HEAD OF THE LOCAL GOVERNMENT SERVICE
P.O. BOX MB 396
MINISTRIES - ACCRA
Tel.: 0302 - 677929
Fax: 0302 - 662799
E-mail: secretariat@lgs.gov.gh
Web: <http://www.lgs.gov.gh/>

DECEMBER 2019

FOREWORD

The Local Government Service per section 51 of the Local Governance Act, 2016 (Act 936), is established to secure effective administration and management of Local Government system in the country.

As stated in its mission, the Local Government Service (LGS) “exists to support Local Government to deliver value for money services through the mobilisation, harmonisation and utilisation of qualified, human capacity and material resources to promote local and national development”.

In line with this mission statement, the LGS has developed a comprehensive Performance Management System (PMS) that is based on agreed Service Delivery Standards (SDS). The Service Delivery Standards are operationalized through the PMS at all levels.

The PMS is a systematic process for improving performance by developing the individual performance of staff and teams to enhance productivity, develop competencies, increase job satisfaction and achieve the full potential of all staff in the Service in line with Local Governance Act, Act 936, 2016. It is operationalised through the Performance Management Instruments (Contract & Appraisal) in which the Service enters into agreement and commitment with its employees to set clear, quantifiable objectives and indicators for attainment within a given timeframe.

For the year 2018, Performance Contracts (PCs) based on planned achievement of indicators in Key Performance Areas were signed between Honourable Metropolitan, Municipal and District Chief Executives (MMDCEs) and their Metropolitan, Municipal and District Coordinating Directors (MMDCDs). **Even though the Performance Contracts were signed between MMDCEs and MMDCDs, it is worth noting that their overall performance mirrors that of their respective Metropolitan, Municipal and District Assemblies (MMDAs). This is as a result of the fact that the MMDCDs signed the contract on behalf of the entire staff of the Assembly. Hence, the emphasis of the assessment is placed on the overall achievement of the MMDA under the leadership of the respective MMDCD.**

The 216 MMDAs (as at the time of the contract signing), conducted their Annual Evaluation on their performance and submitted reports to the Office of the Head of the Local Government Service (OHLGS) through their respective Regional Coordinating Councils (RCCs) in January 2019 for decision making. To be able to make objective and informed decisions, the OHLGS sought the services of Directors, Deputy Directors and Human Resource Managers of one RCC to conduct an independent verification exercise on MMDAs in another Region on actual performance of the MMDAs in November 2019.

The Office of the Head of the Local Government Service is grateful to the Directors, Deputy Directors and Human Resource Managers for their time and expertise in supporting the OHLGS to carry out the Review, Monitoring and Verification of implementation of the 2018 Performance Contracts.

The OHLGS is particularly thankful to Honourable Regional Ministers and Honourable Metropolitan, Municipal and District Chief Executives (MMDCEs) for their commitment and logistical support to their Coordinating Directors and also providing invaluable insights into the performance.

The OHLGS is further appreciative of the cooperation, responses and useful suggestions offered by MMDCDs, and their staff during the whole process of the implementation of the 2018 Performance Contracts and is looking forward to more collaboration and mutual support among all officers of the Service in the subsequent years.

ING. DR. NANA ATO ARTHUR
HEAD OF SERVICE

LIST OF ACRONYMS

AAP	Annual Action Plan
AR	Ashanti Region
ARIC	Audit Report Implementation Committee
BAR	Brong Ahafo Region
CAGD	Controller and Accountant General's Department
CR	Central Region
CSU	Client Service Unit
DACF	District Assemblies Common Fund
ER	Eastern Region
GAR	Grater Accra Region
HoDs	Heads of Departments
HoS	Head of Service
HRMIS	Human Resources Management Information System
KPAs	Key Performance Areas
KPIs	Key Performance Indicators
LGS/S	Local Government Service/ Secretariat
M&V	Monitoring and Verification
MMDAs	Metropolitan, Municipal and District Assemblies
MMDCD	Metropolitan, Municipal & District Assembly
MMDCE	Metropolitan, Municipal & District Chief Executive
MTDP	Medium Term Development Plan
NR	Northern Region
PC	Performance Contract
PMS	Performance Management System
RCDs	Regional Coordinating Directors
SDS	Service Delivery Standards
UER	Upper East Region
UTZA	Urban, Zonal, Town and Area
UWR	Upper West Region
VR	Volta Region
WR	Western Region

TABLE OF CONTENTS

FOREWORD.....	I
LIST OF ACRONYMS.....	III
TABLE OF CONTENTS	IV
EXECUTIVE SUMMARY.....	VI
1. INTRODUCTION	2
2. PERFORMANCE CONTRACT & IMPLEMENTATION PROCESS IN THE PMS.....	6
2.1. PHASE ONE: PERFORMANCE PLANNING	6
2.2. PHASE TWO – PROGRESS REVIEWS (MID-YEAR REVIEW)	6
2.3. PHASE THREE – REVIEW AND APPRAISAL (END OF YEAR EVALUATION).....	6
3. MONITORING AND VERIFICATION ON 2018 ANNUAL PERFORMANCE EVALUATION OF MMDAS.....	9
3.1. FINDINGS, ISSUES AND RECOMMENDATIONS BASED ON KEY PERFORMANCE AREAS	10
3.1.1. <i>KPA 1: General Administration</i>	10
3.1.2. <i>KPA 2: Human Resource Management</i>	11
3.1.3. <i>KPA 3: Financial Management and Reporting</i>	12
3.1.4. <i>KPA 4: Infrastructure</i>	13
3.1.5. <i>KPA 5: Social Services</i>	15
3.1.6. <i>KPA 6: Economic Development</i>	15
3.1.7. <i>KPA 7: Environment and Sanitation</i>	15
3.2. GENERAL ISSUES, IMPRESSION, BEST PRACTICES, RECOMMENDATION AND CONCLUSION	16
3.2.1. <i>General Issues</i>	16
3.2.2. <i>General Impressions on the PMS</i>	19
3.2.3. <i>Best Practices</i>	19
3.2.4. <i>General Recommendations and Way Forward</i>	20
3.2.5. <i>Conclusion</i>	21
4. RESULTS FOR 2018 ANNUAL PERFORMANCE EVALUATION OF MMDAS	23
4.1. RESULTS & RANKING FOR THE 2018 ANNUAL PERFORMANCE EVALUATION OF 216 MMDAS	23
4.2. STATISTICS FOR PERFORMANCE EVALUATION RATING OF MMDAS BY REGION	29
4.3. PERFORMANCE EVALUATION RESULTS OF MMDAS BY REGION	31
4.3.1. <i>Performance Evaluation Results of MMDAs - Ashanti Region (AR)</i>	31
4.3.2. <i>Performance Evaluation Results of MMDAs - Brong Ahafo Region (BAR)</i>	33
4.3.3. <i>Performance Evaluation Results of MMDAs - Central Region (CR)</i>	35
4.3.4. <i>Performance Evaluation Results of MMDAs - Eastern Region (ER)</i>	36
4.3.5. <i>Performance Evaluation Results of MMDAs - Greater Accra Region (GAR)</i>	38
4.3.6. <i>Performance Evaluation Results of MMDAs - Northern Region (NR)</i>	39
4.3.7. <i>Performance Evaluation Results of MMDAs - Upper East Region (UER)</i>	41
4.3.8. <i>Performance Evaluation Results of MMDAs - Upper West Region (UWR)</i>	42
4.3.9. <i>Performance Evaluation Results of MMDAs - Volta Region (VR)</i>	43
4.3.10. <i>Performance Evaluation Results of MMDAs - Western Region (WR)</i>	45
DECISION MAKING ON	46
2018 ANNUAL PERFORMANCE EVALUATION RESULTS OF MMDAS	46
5. DECISION MAKING ON 2018 ANNUAL PERFORMANCE EVALUATION RESULTS OF MMDAS..	47
5.1. GUIDING PRINCIPLES FOR DECISION MAKING	47
5.2. DECISION ON 2018 ANNUAL PERFORMANCE EVALUATION RESULTS OF MMDAS	48
5.2.1. <i>MMDAs to be acknowledged based on Performance</i>	48

5.2.2. <i>The selected MMDAs which obtain the highest scores</i>	48
5.2.3. <i>Un-satisfactory Performance</i>	48
DETAILED CALCULATION FOR 2018 OVERALL ANNUAL PERFORMANCE	50
EVALUATION RESULTS OF MMDAS	50
6. DETAILED CALCULATION FOR 2018 OVERALL ANNUAL PERFORMANCE EVALUATION RESULTS OF MMDAS BY REGION	51
ANNEX 1. SAMPLE PERFORMANCE CONTRACT & PROCESS OF MMDA	84
5.1 SCHEDULE 1: KEY PERFORMANCE AREAS.....	84

EXECUTIVE SUMMARY

The PMS is a systematic process for improving performance by developing the individual performance of staff and teams to enhance productivity, develop competencies, increase job satisfaction and achieve the full potential of all staff in the Service. It is operationalised through the Performance Management Instruments (Contract & Appraisal) in which the Service enters into agreement and commitment with its employees to set clear, quantifiable objectives and indicators for attainment within a given timeframe.

For the year 2018, Performance Contracts (PCs) based on planned achievement of indicators in Key Performance Areas (KPA) were signed between Honourable Metropolitan, Municipal and District Chief Executives (MMDCEs) and their Metropolitan, Municipal and District Coordinating Directors (MMDCDs) in 216 MMDAs.

Even though the PCs were signed between MMDCEs and MMDCDs, it is worth noting that the overall performance will reflect that of their respective MMDAs. Hence, the emphasis of the assessment is placed on the overall achievement of the MMDA under the administrative leadership of the respective MMDCD.

Objectives of the M&V Exercise

The main objectives of the exercise were to:

- Monitor and verify the annual performance of MMDAs based on their Annual Performance Evaluation Reports from the Performance Contracts signed between the MMDCEs and MMDCDs;
- Identify comprehensive recommendations and feedback on the findings of the performance status of the MMDAs against their evaluation reports; and
- Provide recommendations for improvement of the PMS.

The report comprises the following sections:

Executive Summary

Chapter One: Introduction

Chapter Two: Performance Contract & Implementation Process in the Performance Management System

Chapter Three: Monitoring and Verification of 2018 Annual Performance Evaluation of MMDAs

Chapter Four: Results for 2018 Annual Performance Evaluation of MMDAs

Chapter Five: Decision Making on 2018 Annual Performance Evaluation Results of MMDAs

Chapter Six: Detailed Calculation for 2018 Overall Annual Performance Evaluation Results of MMDAs

Annex 1: Sample Performance Contract of MMDAs & Process

The process of the PC involved (4) Four Phases such as: Planning, Mid-year Review, End of the Year Evaluation and Decision Making.

Phase one (Planning): Planning was made in two schedules. The first schedule was for performance planning and included 6 KPAs each comprising 2 to 6 Key Performance Indicators (KPIs), Weightings and Service Delivery Standards (SDS). The second schedule was for competencies and purported for MMDCDs' personal development.

Phase two: Mid-year reviews were to be conducted in July. The respective RCCs conducted the Mid Year reviews for their MMDAs and reports were submitted to the HoS.

Phase three (End of Year Evaluation): All MMDAs conducted their Annual Evaluation on their performance and submitted reports to the HoS through RCCs in January 2019 for decision making. To be able to make objective and informed decision, the OHLGS sought the services of Directors, Deputy Directors and Human Resource Managers of the RCCs and rotated them to conduct an independent Verification exercise on MMDAs in another Region on actual performance of the MMDAs in November 2019.

The following are the summary of results for the annual performance evaluation of MMDAs by Region and individual MMDAs based on the Monitoring and Verification exercise conducted by a team of Consultants and approved by the HoS.

Number of MMDAs and their Performance Rating by Region

REGION	No. of MMDAs scored "Excellent"	No. of MMDAs scored "Very Good"	No. of MMDAs scored "Good"	No. of MMDAs scored "Unsatisfactory"	TOTAL
AR	23	6	1	0	30
BAR	16	10	1	0	27
CR	11	7	2	0	20
ER	9	10	4	3	26
GAR	13	2	1	0	16
NR	1	7	8	10	26
UER	9	4	0	0	13
UWR	9	1	1	0	11
VR	18	5	2	0	25
WR	14	4	3	1	22
TOTAL	123	56	23	14	216

“Excellent” represents the range of the performance scores from 80% to 100%, *“Very Good”* represents the range of the performance scores from 70% to 79%, *“Good”* represents the range of the Performance Scores from 60% to 69% and *“Un-satisfactory”* represents the Performance Scores less than 60%.

The performance of the MMDAs in the 2018 assessment is presented below:

No.	MMDA	REG	Overall Rating	Overall Rating %	Position
1	Asokore Mampong Municipal	AR	Excellent	100.00	1st
2	Bibiani Anhwiaso Bekwai	WR	Excellent	96.75	2nd
3	Tema Metropolitan	GAR	Excellent	96.31	3rd
4	Akatsi North	VR	Excellent	96.13	4th
5	Tarkwa- Nsuaem Municipal	WR	Excellent	95.75	5th
6	Adentan Municipal	GAR	Excellent	94.75	6th
7	Ejura Sekyeredumase Municipal	AR	Excellent	94.50	7th
8	Asunafo North Municipal	BAR	Excellent	94.50	7th
9	Bekwai Municipal	AR	Excellent	94.38	9th
10	Builsa South	UER	Excellent	94.13	10th
11	Hohoe Municipal	VR	Excellent	93.75	11th
12	Ada East	GAR	Excellent	93.63	12th
13	Kwabre East	AR	Excellent	93.56	13th
14	Sunyani West	BAR	Excellent	93.50	14th
15	Sunyani Municipal	BAR	Excellent	92.75	15th
16	Techiman North	BAR	Excellent	92.63	16th
17	Kassena Nankana West	UER	Excellent	92.63	16th
18	Builsa North	UER	Excellent	92.56	18th
19	Amansie Central	AR	Excellent	92.50	19th
20	Dormaa East	BAR	Excellent	92.38	20th
21	Agona West Municipal	CR	Excellent	92.25	21st
22	Ho Municipal	VR	Excellent	92.19	22nd
23	Offinso municipal	AR	Excellent	91.88	23rd
24	Tano North	BAR	Excellent	91.75	24th
25	Bawku West	UER	Excellent	91.69	25th
26	Ashaiman Municipal	GAR	Excellent	91.63	26th
27	Asante Akim North	AR	Excellent	91.44	27th
28	Ellembele	WR	Excellent	91.38	28th
29	Ahafo Ano South	AR	Excellent	91.38	28th
30	Sekyere East	AR	Excellent	90.88	30th
31	Atwima Kwanwoma	AR	Excellent	90.81	31st
32	Atwima Nwabiagya	AR	Excellent	90.75	32nd
33	Wa West	UWR	Excellent	90.75	32nd
34	Kumasi Metropolitan	AR	Excellent	90.25	34th
35	Kassena Nankana Municipal	UER	Excellent	89.50	35th

No.	MMDA	REG	Overall Rating	Overall Rating %	Position
36	Juabeso	WR	Excellent	89.44	36th
37	Obuasi municipal	AR	Excellent	89.38	37th
38	Ho West	VR	Excellent	89.38	37th
39	Adaklu	VR	Excellent	89.19	39th
40	Afigya-Kwabre	AR	Excellent	88.94	40th
41	Sissala East	UWR	Excellent	88.88	41st
42	Shai-Osudoku	GAR	Excellent	88.75	42nd
43	Ga East Municipal	GAR	Excellent	88.63	43rd
44	Nandom	UWR	Excellent	88.56	44th
45	Sefwi Wiawso Municipal	WR	Excellent	88.50	45th
46	Tain	BAR	Excellent	88.44	46th
47	Berekum Municipal	BAR	Excellent	88.38	47th
48	Aowin	WR	Excellent	88.38	47th
49	Kpando	VR	Excellent	88.31	49th
50	Sekyere South	AR	Excellent	87.94	50th
51	Lambussie Karni	UWR	Excellent	87.81	51st
52	Wassa Amenfi West	WR	Excellent	87.75	52nd
53	Ketu South	VR	Excellent	87.63	53rd
54	Prestea-Huni Valley	WR	Excellent	87.13	54th
55	Jaman North	BAR	Excellent	87.00	55th
56	Dormaa Central Municipal	BAR	Excellent	86.81	56th
57	South Tongu	VR	Excellent	86.69	57th
58	Bongo	UER	Excellent	86.56	58th
59	Asikuma Odoben Brakwa	CR	Excellent	86.50	59th
60	Komenda Edina Eguafo Abirem Municipal	CR	Excellent	86.19	60th
61	Bolgatanga Municipal	UER	Excellent	85.88	61st
62	Ga South Municipal	GAR	Excellent	85.63	62nd
63	Asutifi South	BAR	Excellent	85.56	63rd
64	Assin South	CR	Excellent	85.38	64th
65	Kwahu West Municipal	ER	Excellent	85.38	64th
66	Nkwanta South	VR	Excellent	85.38	64th
67	Kintampo North Municipal	BAR	Excellent	85.25	67th
68	La Dade-Kotopon Municipal	GAR	Excellent	85.25	67th
69	Accra Metropolitan	GAR	Excellent	85.25	67th
70	Sekondi-Takoradi Metropolitan	WR	Excellent	85.25	67th
71	Lawra	UWR	Excellent	85.19	71st
72	South Dayi	VR	Excellent	85.00	72nd
73	Bia West	WR	Excellent	84.94	73rd
74	Adansi South	AR	Excellent	84.88	74th
75	Banda	BAR	Excellent	84.81	75th

No.	MMDA	REG	Overall Rating	Overall Rating %	Position
76	Lower Manya Krobo Municipal	ER	Excellent	84.63	76th
77	Jasikan	VR	Excellent	84.56	77th
78	Kwahu South	ER	Excellent	84.13	78th
79	Asutifi North	BAR	Excellent	83.94	79th
80	Jomoro	WR	Excellent	83.88	80th
81	West Akim Municipal	ER	Excellent	83.81	81st
82	Ga Central Municipal	GAR	Excellent	83.75	82nd
83	Afadzato South	VR	Excellent	83.69	83rd
84	Sissala West	UWR	Excellent	83.63	84th
85	Atebubu-Amantin	BAR	Excellent	83.38	85th
86	Ekumfi	CR	Excellent	83.25	86th
87	Ajumako-Enyan-Essiam	CR	Excellent	83.25	86th
88	Techiman Municipal	BAR	Excellent	83.25	86th
89	East Mamprusi	NR	Excellent	83.13	89th
90	Nadowli-Kaleo	UWR	Excellent	83.00	90th
91	Daffiama-Bissie-Issa	UWR	Excellent	83.00	90th
92	Bosomtwe	AR	Excellent	82.69	92nd
93	Denkyembour	ER	Excellent	82.44	93rd
94	Wa Municipal	UWR	Excellent	82.44	93rd
95	Suaman	WR	Excellent	82.19	95th
96	Bodie	WR	Excellent	82.19	95th
97	Garu-Tempame	UER	Excellent	81.69	97th
98	Birim South	ER	Excellent	81.56	98th
99	Ketu North	VR	Excellent	81.50	99th
100	Kadjebi	VR	Excellent	81.44	100th
101	Cape Coast Metropolitan	CR	Excellent	81.38	101st
102	Agona East	CR	Excellent	81.38	101st
103	Adansi North	AR	Excellent	81.13	103rd
104	Kpone Katamanso	GAR	Excellent	81.13	103rd
105	North Tongu	VR	Excellent	81.00	105th
106	Abura Asebu Kwamankesse	CR	Excellent	80.94	106th
107	Central Tongu	VR	Excellent	80.69	107th
108	Ahafo Ano North	AR	Excellent	80.63	108th
109	Sefwi Akontombra	WR	Excellent	80.63	108th
110	Amansie West	AR	Excellent	80.63	108th
111	Pusiga	UER	Excellent	80.56	111th
112	Asante Akim South	AR	Excellent	80.50	112th
113	North Dayi	VR	Excellent	80.50	112th
114	Mfantseman Municipal	CR	Excellent	80.31	114th
115	Offinso North	AR	Excellent	80.25	115th
116	Mampong Municipal	AR	Excellent	80.25	115th

No.	MMDA	REG	Overall Rating	Overall Rating %	Position
117	Akwapim North Municipal	ER	Excellent	80.25	115th
118	Kwahu East	ER	Excellent	80.13	118th
119	Efutu Municipal	CR	Excellent	80.13	118th
120	Asuogyaman	ER	Excellent	80.13	118th
121	La Nkwantanang-Madina Municipal	GAR	Excellent	80.13	118th
122	Ledzokuku-Krowor Municipal	GAR	Excellent	80.13	118th
123	Keta Municipal	VR	Excellent	80.00	123rd
124	Kwahu Afram Plains North	ER	Very Good	79.88	124th
125	Bosome Freho	AR	Very Good	79.81	125th
126	Gomoa East	CR	Very Good	79.75	126th
127	East Gonja	NR	Very Good	79.50	127th
128	Ningo-Prampram	GAR	Very Good	79.31	128th
129	Upper Denkyira West	CR	Very Good	79.31	128th
130	Wenchi Municipal	BAR	Very Good	79.13	130th
131	Wassa Amenfi Central	WR	Very Good	79.06	131st
132	Atiwa	ER	Very Good	78.88	132nd
133	Nkwanta North	VR	Very Good	78.69	133rd
134	Ahanta West	WR	Very Good	78.69	133rd
135	Kwaebibirem	ER	Very Good	78.38	135th
136	Gomoa West	CR	Very Good	78.38	135th
137	Dormaa West	BAR	Very Good	78.06	137th
138	Nadbdam	UER	Very Good	77.75	138th
139	Akatsi South	VR	Very Good	77.44	139th
140	Tano South	BAR	Very Good	77.38	140th
141	Ejisu-Juaben Municipal	AR	Very Good	77.19	141st
142	Wa East	UWR	Very Good	77.13	142nd
143	Nkoranza South Municipal	BAR	Very Good	77.13	142nd
144	Bawku Municipal	UER	Very Good	76.75	144th
145	Pru	BAR	Very Good	76.50	145th
146	Asunafo South	BAR	Very Good	76.44	146th
147	Twifo Hemang Lower Denkyira	CR	Very Good	76.31	147th
148	Kwahu Afram Plains South	ER	Very Good	76.31	147th
149	Nkoranza North	BAR	Very Good	76.25	149th
150	Nanumba South	NR	Very Good	75.88	150th
151	Yendi Municipal	NR	Very Good	75.88	150th
152	Sene West	BAR	Very Good	74.63	152nd
153	East Akim Municipal	ER	Very Good	74.50	153rd
154	Kintampo South	BAR	Very Good	74.19	154th
155	Shama	WR	Very Good	73.44	155th
156	Gushiegu	NR	Very Good	73.38	156th
157	Biakoye	VR	Very Good	73.25	157th

No.	MMDA	REG	Overall Rating	Overall Rating %	Position
158	Assin North Municipal	CR	Very Good	72.94	158th
159	Sekyere Afram Plains South	AR	Very Good	72.88	159th
160	Birim Central Municipal	ER	Very Good	72.69	160th
161	Sekyere Central	AR	Very Good	72.63	161st
162	Akwapim South	ER	Very Good	72.38	162nd
163	Mion	NR	Very Good	72.31	163rd
164	Sene East	BAR	Very Good	71.81	164th
165	Sekyere Kumawu	AR	Very Good	71.63	165th
166	Upper West Akim	ER	Very Good	71.56	166th
167	Asante Akim Central Municipal	AR	Very Good	71.44	167th
168	Wassa Amenfi East	WR	Very Good	71.19	168th
169	Binduri	UER	Very Good	71.19	168th
170	Nsawam-Adoagyiri Municipal	ER	Very Good	71.13	170th
171	Awutu Senya East Municipal	CR	Very Good	71.06	171st
172	Krachi East	VR	Very Good	70.94	172nd
173	Ada West	GAR	Very Good	70.69	173rd
174	Awutu Senya	CR	Very Good	70.63	174th
175	Birim North	ER	Very Good	70.50	175th
176	Saboba	NR	Very Good	70.44	176th
177	Talensi	UER	Very Good	70.38	177th
178	Zabzugu	NR	Very Good	70.19	178th
179	Krachi Nchumuru	VR	Good	69.56	179th
180	Ga West Municipal	GAR	Good	69.00	180th
181	Twifo Ati-Morkwa	CR	Good	68.88	181st
182	Sagnerigu	NR	Good	68.81	182nd
183	Mpohor	WR	Good	67.44	183rd
184	Bia East	WR	Good	67.31	184th
185	Tolon	NR	Good	67.25	185th
186	Upper Denkyira East Municipal	CR	Good	65.44	186th
187	Jaman South	BAR	Good	65.38	187th
188	Akyemansa	ER	Good	65.31	188th
189	Nanumba North	NR	Good	65.25	189th
190	Wassa East	WR	Good	64.56	190th
191	Kumbungu	NR	Good	64.56	190th
192	Krachi West	VR	Good	64.44	192nd
193	Jirapa	UWR	Good	64.13	193rd
194	Fanteakwa	ER	Good	63.75	194th
195	Kpandai	NR	Good	62.88	195th
196	Agortime Ziope	VR	Good	62.56	196th
197	Savelugu Nanton Municipal	NR	Good	61.75	197th
198	Yilo Krobo Municipal	ER	Good	61.63	198th

No.	MMDA	REG	Overall Rating	Overall Rating %	Position
199	West Gonja	NR	Good	61.44	199th
200	New Juaben Municipal	ER	Good	61.31	200th
201	Chereponi	NR	Good	60.88	201st
202	Atwima Mponua	AR	Good	60.06	202nd
203	Mamprugu-Moagduri	NR	Unsatisfactory	59.75	203rd
204	Ayensuano	ER	Unsatisfactory	59.25	204th
205	Bunkpurugu-Yunyoo	NR	Unsatisfactory	59.25	204th
206	Central Gonja	NR	Unsatisfactory	58.38	206th
207	Tamale Metropolitan	NR	Unsatisfactory	57.75	207th
208	Karaga	NR	Unsatisfactory	57.31	208th
209	Upper Manya Krobo	ER	Unsatisfactory	55.31	209th
210	Sawla-Tuna-Kalba	NR	Unsatisfactory	54.63	210th
211	West Mamprusi	NR	Unsatisfactory	54.13	211th
212	Tatale Sanguli	NR	Unsatisfactory	51.81	212th
213	Suhum Municipal	ER	Unsatisfactory	50.94	213th
214	Bole	NR	Unsatisfactory	48.44	214th
215	Nzema East Municipal	WR	Unsatisfactory	46.38	215th
216	North Gonja	NR	Unsatisfactory	43.81	216th

General Issues and Observations from the 2018 PC of the MMDAs

- i. Over and Under Scoring of Key Performance Indicators (KPIs)
- ii. Failure of most MMDCDs to share contents of the Performance Contracts with their Staff
- iii. Challenges with evaluation of MMDAs with new MMDCDs
- iv. Lack of Appreciation for the Scoring Methodology
- v. Failure to comply with timelines in submitting documents
- vi. Poor Records Keeping and Management
- vii. Lack of commitment of MMDCEs to the PMS/PC
- viii. Timing of the Signing of the Performance Contracts not favourable to the MMDAs
- ix. Irregular and Inadequate Statutory Fund Flows
- x. Low Internally Generated Funds (IGF)
- xi. Poor supervision of MMDA Performance Contracts by the RCCs

Phase Four (Decision Making): The following are the guiding principles for decision making (rewards and sanctions) on the results of the Annual Performance Evaluation:

- i. MMDAs will be acknowledged based on their Performance;
- ii. The best 10 MMDAs that obtain the highest scores will be given special acknowledgement and award;
- iii. Any MMDA whose evaluation score is un-satisfactory would be cautioned;
- iv. Any MMDCD who fails twice irrespective of the MMDA he/she is responsible for:

- a. *will not be considered for appointment as Chief Director;*
- b. *will be posted out to work under a senior officer;*
- v. Any MMDCD who fails thrice irrespective of the MMDA he/she is responsible for would be demoted and reposted.

Decisions on the 2018 Annual Performance of MMDAs are as follows:

- MMDAs will be acknowledged based on their Performance;
- The best 10 MMDAs that obtained the highest scores are to be given special acknowledgement and awards. These are:

1 st	-	Asokore Mampong Municipal Assembly
2 nd	-	Bibiani Anhwiaso Bekwai District Assembly
3 rd	-	Tema Metropolitan Assembly
4 th	-	Akatsi North District Assembly
5 th	-	Tarkwa – Nsuaem Municipal Assembly
6 th	-	Adentan Municipal Assembly
7 th	-	Ejura Sekyeredumase Municipal Assembly
8 th	-	Asunafo North Municipal Assembly
9 th	-	Bekwai Municipal Assembly
10 th	-	Builsa South District Assembly.

- The MMDAs whose evaluation scores were un-satisfactory are to be given written caution by the HoS. These are:

203 th	-	Mamprugu-Moagduri District Assembly
204 th	-	Ayesuano District Assembly
204 th	-	Bunkpurugu-Yunyoo District Assembly
206 th	-	Central Gonja District Assembly
207 th	-	Tamale Metropolitan Assembly
208 th	-	Karaga District Assembly
209 th	-	Upper Manya Krobo District Assembly
210 th	-	Sawla-Tuna Kalba District Assembly
211 th	-	West Maprusi District Assembly
212 th	-	Tatale Sanguli District Assembly
213 th	-	Suhum Municipal Assembly
214 th	-	Bole District Assembly
215 th	-	Nzema East Municipal Assembly
216 th	-	North Gonja District Assembly

General Recommendations and Way Forward

- MMDCDs should share the contents of the contracts with their staff as soon as they are signed. This will ensure that Heads of Departments are aware of, and contribute to the collective achievement of set indicators and targets;
- When there is a new MMDCD posted to inherit a PC, he/she should be assessed based on the extent to which he/she has accepted and implemented the PC;
- The OHLGS should lay down standard procedures or establish a methodology for assigning scores and train MMDAs and other senior RCC staff in the methodology. The RCDs should monitor MMDAs' scoring systems during their evaluations.
- The OHLGS should ensure that MMDAs always write cover letters, properly dated and signed with references or any other documentary means of proving that documents have been submitted. This will forestall the issue of finding it difficult to locate documents to confirm the achievement of some KPIs;
- The MMDAs should organise training programmes on Records Management for relevant staff to improve their capacity to perform their functions effectively. The trainings should be followed by provision of necessary equipment and other logistics;
- The OHLGS should sensitise Hon. MMDCEs on the need to demonstrate greater commitment and interest in the PC process;
- Some of the KPIs that are assessed in other measuring instruments like the DPAT and DLT should be removed in future Performance Contracts;
- While the Central Government is implored to make prompt releases of statutory funds to MMDAs, the MMDCDs are encouraged to be guided by central Government funds release regimes in defining timelines for their KPIs;
- The OHLGS should carry out detailed analysis on how high performing MMDCDs perform their functions and capture lessons that should be shared with other MMDAs;
- In the management of the PMS/PCs, all actors in the LGS (OHLGS, RCCs and MMDAs) should be guided by best practices observed.

CHAPTER ONE

INTRODUCTION

1. INTRODUCTION

The Local Government Service was established by the Local Government Service Act, 2003, Act 656 with the objective “to secure an effective administration and management of local government in the country”. The Local Government Service is made up of the Local Government Service Council, the Office of the Head of the Local Government Service (OHLGS), 10 Regional Coordinating Councils (RCCs), 216 Metropolitan, Municipal and District Assemblies (MMDAs) and Sub- Metropolitan Councils, Urban, Zonal, Town and Area (UZTA) Councils.

In line with its strategies to improve performance to achieve its objective of ensuring effective administration and management of Local Government in the country, the Local Government Service (LGS) developed for implementation a comprehensive Performance Management System (PMS) based on Service Delivery Standards (SDS) and anchored on systematic processes of planning, implementing, monitoring, evaluating and reporting on performance of its employees.

The PMS is a systematic process for improving performance by developing the individual performance of staff and teams to enhance productivity, develop competencies, increase job satisfaction and achieve the full potential of all staff in the Service. It is operationalised through the Performance Management Instruments (Contract & Appraisal) in which the Service enters into agreement and commitment with its employees to set clear, quantifiable objectives and indicators for attainment within a given timeframe.

For the year 2018, Performance Contracts (PCs) based on planned achievement of indicators in Key Performance Areas were signed between Honourable Metropolitan, Municipal and District Chief Executives (MMDCEs) and their Metropolitan, Municipal and District Coordinating Directors (MMDCDs) at the MMDA level. **Even though the PCs were signed between MMDCEs and MMDCDs, it is worth noting that their overall performance will mirror that of their respective MMDAs. Hence, in this report, the emphasis of the assessment is placed on the overall achievement of the MMDA under the leadership of the respective MMDCD.**

As part of the implementation process of the PCs, Mid-year reviews are to be conducted. The RCCs conducted the mid year review of the MMDAs. All MMDAs conducted their Annual Evaluation on their performance and submitted reports to the Head of Service through their respective RCCs in January 2018 for decision making. To be able to make an objective and informed decision, the OHLGS sought the services of Directors, Deputy Directors and Human Resource Managers of the RCCs and rotated them to conduct an independent Verification exercise on MMDAs in another Region on actual performance of the MMDAs in November 2019.

This report is an account of the whole process of the implementation of Performance Contracts between Hon. MMDCEs and MMDCDs for 216 MMDAs. This process includes Performance

Planning, Mid-Year Review, End of Year Evaluation and Decision – Making by Head of Service (HoS).

The report comprises the following sections:

Cover sheet

Foreword

List of Acronyms

Table of Content

Executive Summary

Chapter One: Introduction

Chapter Two: Performance Contract & Implementation Process in the Performance Management System

Chapter Three: Monitoring and Verification of 2018 Annual Performance Evaluation of MMDAs

Chapter Four: Results for 2018 Annual Performance Evaluation of MMDAs

Chapter Five: Decision Making on 2018 Annual Performance Evaluation Results of MMDAs

Chapter Six: Detailed Calculation for 2018 Overall Annual Performance Evaluation Results of MMDAs

Annex 1: Sample Performance Contract of MMDAs & Process

CHAPTER TWO

PERFORMANCE CONTRACT & IMPLEMENTATION PROCESS IN THE PERFORMANCE MANAGEMENT SYSTEM

2. PERFORMANCE CONTRACT & IMPLEMENTATION PROCESS IN THE PMS

The Performance Contract is a key mechanism in the implementation of the PMS as it enables employees and the Service to agree and be committed to the achievement of set objectives and targets in service delivery within a given timeframe. The LGS Performance Contract Process involved four main phases explained as follows:

2.1. Phase One: Performance Planning

This involved the planning and setting of individual performance targets related to Key Performance Areas (KPA) through work plans derived from the MMDAs' Strategic Plans and objectives set at the departmental and unit levels.

Specific indicators /targets were mutually agreed upon by Honourable MMDCEs and MMDCDs. In this phase, timelines for implementation and reviews/evaluation were also agreed on. Performance Contracts (PCs) between the Honourable MMDCEs and their MMDCDs in 216 MMDAs were signed effective January 1, 2018 to December 31, 2018. A sample Performance Contract of MMDA showing the implementation process and planned KPAs, Key Performance Indicators (KPIs), Weightings, Service Delivery Standards (SDS) and Competencies is presented in [Annex 1](#).

2.2. Phase Two - Progress Reviews (Mid-year Review)

This phase involved discussions and communication between appraisers (MMDCEs) and appraisees (MMDCDs) on progress of work, and adjustment of indicators /targets if necessary, through the provision of formal feedback. The respective RCCs conducted the Mid Year reviews for their MMDAs and reports were submitted to the HoS.

2.3. Phase Three - Review and Appraisal (End of year Evaluation)

This phase entailed evaluation of MMDAs' performance at the end of the performance management/contract period. Annual Evaluation of PCs was undertaken by MMDAs and reports submitted to the OHLGS through their respective RCCs in January, 2019.

To be able to make objective and informed decision, the OHLGS sought the services of Directors, Deputy Directors and Human Resource Managers of the RCCs and rotated them to conduct an independent Verification exercise on MMDAs in another Region on actual performance of the MMDAs in November 2019 as presented in their Annual Evaluation reports. The process, findings and recommendations of the M&V exercise are presented in [Chapter 3](#) of this report.

The [Chapter 4](#) indicates the results for 2018 annual Performance Evaluation of MMDAs and the [Chapter 6](#) presents the detailed calculation of performance scores

Phase Four- Decision-Making

In this phase, decisions on courses of action, i.e. recognition/reward, training plans, promotion prospects, career development plans, counseling and sanctions are to be made.

Based on the 2018 Annual Performance results (*presented in Chapter 4*), the OHLGS has prepared the Guiding Principles of decision making on 2018 Performance Evaluation results and the decisions made by the Head of the Service is presented in [Chapter 5](#).

CHAPTER THREE
MONITORING AND VERIFICATION ON
2018 ANNUAL PERFORMANCE
EVALUATION OF MMDAs

3. MONITORING AND VERIFICATION ON 2018 ANNUAL PERFORMANCE EVALUATION OF MMDAs

The final phase of the Performance Management Contract process entails decision making on the application of appropriate rewards and sanctions. This decision must be made objectively and fairly. To obtain objective and expert information as a guide to decide appropriately, and to further improve the PMS, the OHLGS engaged and deployed 19 teams made up of Regional Directors and / or Deputy Directors of various Departments and Regional Human Resource Managers who were supported by Directors of the OHLGS to undertake an independent Monitoring and Verification of the Annual Evaluation done by the MMDAs from 18th to 26th November, 2019.

A table of the M&V Teams and the Regions they undertook the exercise is in the table below.

No	Region of M&V Team	Name of Team Leaders	No. of Teams	Region to be Monitored	No of MMDAs to be Monitored
1	Ashanti	Thomas Atuahene Joseph Donkor	2	Northern	26
2	Bono, Ahafo, Bono East	Amoah Ebenezer Christopher K. Ofosu Richard Assan Donkoh	3	Ashanti	30
3	Central	Bless Darkey Emmanuel Ussher	2	Western	22
4	Eastern	J D Awuah John A Donkor	2	Central	20
5	Greater Accra	Jemima Lomotey	1	Upper West	11
6	Northern, North East, Savannah	Benjamin Atsutse Owusu Frimpong Peter Henry Amesimeku	3	Brong Ahafo	27
7	Upper East	Andrew Akumbutum	1	Greater Accra	16
8	Upper West	Nii Adjaye Laryea	1	Upper East	13
9	Volta, Oti	Mr Prosper Afenyo Mr David T Nartey	2	Eastern	26
10	Western, Western North	Emmanuel Appiah-Kubi Stephen Quarshie	2	Volta	25
			19		

Objectives of the M&V Exercise

The main objectives of the exercise were to:

- Monitor and verify the annual performance of MMDAs based on their Annual Performance Evaluation Reports from the Performance Contracts signed between the MMDCEs and MMDCDs;
- Identify comprehensive recommendations and feedback on the findings of the performance status of the MMDAs against their evaluation reports; and
- Provide recommendations for improvement of the PMS.

Scope and Methodology of the M&V Exercise

The M&V exercise focused on all Performance Contracts signed between the MMDCEs and their Coordinating Directors in the 216 MMDAs at the beginning of 2018. Management developed score criteria for each Key Performance Indicator (KPI) for the field verification and the M&V teams were taken through the criteria. Using evidence - based approach, the methodology adopted for the exercise included desk reviews of all performance contracts, mid -year reviews and of year self assessment reports. This was complemented by field visits to all 216 MMDAs for the physical verification of all relevant documentation in support of the scores submitted. The findings, recommendations and feedback on Key Performance Areas (KPA), Key Performance Indicators (KPIs) and Personal Competency Development of the MMDCDs which were discussed with the MMDCDs and management were compiled into reports and submitted to the OHLGS.

A summary of the outcomes from the M&V exercise on the 2018 Annual Performance Contracts Evaluation is as follows:

3.1. Findings, Issues and Recommendations based on Key Performance Areas

Key findings of the M&V exercise are on the KPAs, as reflected in the performance indicators scores. A summary of key findings under each KPA is presented as follows:

3.1.1. KPA 1: General Administration

Findings & Issues

- **KPI 1.1:** 153 out of 216 representing 71% of MMDAs held meetings that involved the promotion of ISCCS, however in most cases the attendance of participants from non decentralized departments, SOEs and Public Corporations was poor. Majority of MMDAs presented Town Hall meetings as representing the ISCCS meetings;

- **KPI 1.2:** 188 out of 216 representing 87% of MMDAs held at least one sensitization workshop on Local Government Service Protocols, Local Governance Act (Act 936), Assembly's Bye Laws;
- **KPI 1.3:** Approximately 25% of MMDAs had fully computerized and digitally stored incoming and outgoing correspondences;
- **KPI 1.4:** 110 out of 216 representing 51% of MMDAs are yet to develop their official websites. Most MMDAs have underutilized their IT (MIS) personnel posted to their Assemblies leading to such low performance of this indicator;
- **KPI 1.4:** It was generally observed that almost all the MMDA websites were populated with news items of the MMDCEs and very few departmental activities and programmes;
- **KPI 1.5:** Only 98 out of 216 representing 45% of MMDAs have a fully functional client service unit with trained staff and basic office logistics. Some Client Service units were being operated either as receptions;
- **KPI 1.6:** It was generally observed by the OHLGS that most MMDAs had poor signages that can direct clients to the Assemblies;
- General office space remains inadequate for most MMDAs visited;
- KPA 1 was the worst performing KPA.

Recommended Actions

- The MMDAs need more sensitization on the importance of ISCCS as a tool for effective service delivery;
- RCCs should support MMDAs that performed poorly under KPI 1.4 to under study MMDAs that performed excellently. IT staff should be supported by the MMDAs;
- The client service unit should be clearly separated from the reception or the Public Relations and Complaint Unit (PRCU);
- All MMDAs should make the citizenry aware of the existence and functions of their Client Service Units so that citizens can access the services offered. Such education can be done during the the Town Hall meetings, on local radio stations etc;
- MMDAs that had signboards bearing the previous names of the Assemblies or with inscriptions which are impossible to read should replace the signborads as soon as practicable;
- The CSUs should ensure that they have an improved mechanism of tracking reported cases right from the day of submission till resolution.

3.1.2. KPA 2: Human Resource Management Findings & Issues

- **KPI 2.1:** 154 assemblies (71.4%) had prepared and submitted their biannual composite promotion schedule with established vacancies for all grade levels to the RCCs.
- **KPI 2.6:** It was observed that 127 out of 216 MMDAs have staff following the appraisal schedule. Appraisals that were filled were either not properly completed or signed.
- **KPI 2.2:** MMDAs (74%) had their staff salary validation done timeously and accurately and comprehensive reports submitted to RCCs.
- **KPI 2.3:** 73% of MMDAs had updated and submitted HRMIS reports to the RCCs.
- **KPI 2.4:** 207 out of 216 MMDAs (96%) had their training plans prepared and submitted to the RCCs.
- MMDAs' performance in KPA 2 was very good reflecting the fact that MMDAs are familiar with matters of HRM.

Recommended Action

- Non compliance to the appraisal instrument by staff should be more punitive to improve compliance
- Standardised reporting formats for capturing status reports should be developed by the OHLGS for use by the MMDAs.
- MMDAs should train all Heads of Departments (HoDs) and Heads of Units on the PCs and PAs to enable them implement it whilst RCCs undertake their backstopping role.
- Outstanding staff should duly be recognized and rewarded to serve as a morale booster. These staff could also serve as peer educators.

3.1.3. KPA 3: Financial Management and Reporting

Findings & Issues

- **KPI 3.1:** 209 out of 216 MMDAs (97%) prepared and submitted Annual Accounts timeously.
- **KPI 3.5:** 94% of Assemblies (i.e 203 out of 216) have their list of rateable properties considered in 2019 fee fixing.
- **KPI 3.6:** Almost all MMDAs that were split during the creation of new ones had negative IGF growth rate. This was mainly because the revenue base had been reduced.
- **KPI 3.6:** 125 out 216 MMDAs (58%) achieved over 10% increase in IGF in the year 2018.
- There were not many issues with this KPA since most of the KPIs were required to be fulfilled by law.

Recommended Actions

- KPIs on financial management should be changed to more challenging KPIs to challenge Assemblies reduce significantly financial malfeasance in the Auditor Generals Report
- Breaches in this KPA should be sanctioned separately to help improve the financial management and accountability of the Assemblies
- Central Government would be implored to expedite the release of funds to ensure timely completion of planned activities for Assemblies to have value for money in all the planned activities. MMDAs are also encouraged to factor in Government fund release regime in setting targets in their AAPs.

3.1.4. KPA 4: Infrastructure

Findings & Issues

This KPA was mainly aimed at ensuring that planned infrastructure was at least 80% implemented.

- It was clearly evident from the verification exercise that 151 out of 216 MMDAs (70%) complied with implementing at least 80% of planned activities in their action plan.
- **KPI 4.3:** This KPI was poorly achieved. Most Assemblies sighted lack of dedicated funds by their respective management for the purposes of meeting this KPI.
- **KPI 4.4:** Building permit processing was also observed to be satisfactory as about 76% (164 out of 216) of Assemblies were able to process 80% of the applications received. The main challenge across Assemblies was that there was no clear procedure for communicating to applicants whose applications had been refused or deferred by the approving authority.

Recommended Actions

- The OHLGS should lead in the development of standardized format for recording building permit applications which clearly shows the stages of the applications, actions taken and officers/ departments/ committees responsible for what functions
- The OHLGS should facilitate the sensitization of development control staff of the Service on Land use programme implementation as a means of coordinating development in the Assemblies.

3.1.5. KPA 5: Social Services

Findings & Issues

- **KPI 5.1:** Only about 31% (66 out of 216 MMDAs) could show evidence of invitation letters, attendance sheets and minutes to the quarterly District Education Oversight Committee meetings.
- The integration of the then Social Welfare and Community Development Departments into one Department at the Assembly needs to be strengthened. The team observed that the documents needed for the verification exercise were not harmonized by the HoDs.
- Documentation and filing at the SWCD Department was particularly poor as most HoDs struggled in locating reports they themselves had produced and submitted.
- About 78% of child protection cases have been managed effectively by the Assemblies.

Recommended Actions

- The staff of the SWCD Department need training on records keeping and general administrative functions to improve information flow and management.

3.1.6. KPA 6: Economic Development

Findings & Issues

- Most Assemblies particularly in the urban and peri-urban areas performed poorly in the area of transformation of subsistence farming to commercial farming. Most of these Assemblies (such as Ga Central, Awutu Senya East among others) attributed this to changes in land use from agricultural activities to real estate development.
- **KPI 6.3:** 70% of Assemblies (151 out of 216) did not clearly plan for tourism related activities and hence the verification of the KPI on tourism was challenging
- Generally, the performance of the Assemblies on this KPA was poor.

Recommended Action

- This KPA needs to be reviewed for KPIs that can be equally measured across all MMDAs
- This is the second worst performing KPA

3.1.7. KPA 7: Environment and Sanitation

Findings & Issues

- Only 110 out of 216 (51%) Assemblies had prepared a Disaster Preparedness Action plan implementation report.
- 164 out of 216 (76%) Assemblies mainstreamed environmental issues in their AAPs
- 162 out of 216 (75%) Assemblies achieved 10% and above growth of their population with household toilets in the year 2018

- 186 out of 216 (86%) Assemblies provided evidence of contracts and agreements with service providers as well as reports on routine cleansing activities in the CBDs and major town centres
- 168 out of 216 (78%) Assemblies showed evidence of dumping collected refuse in dedicated landfill sites
- This KPA was the best performing KPA.

Recommended Action

- The KPIs under this KPA need to be reviewed to make them more challenging.

3.2. General Issues, Impression, Best Practices, Recommendation and Conclusion

From the Monitoring and verification (M&V) exercise, the following are some of the general observations made, impressions and best practices observed on the conduct and outcomes of the Performance Contracts in the MMDAs.

3.2.1. General Issues

- ***Over and Under Scoring of Key Performance Indicators (KPIs)***

Some of the reasons for over scoring of performance by some MMDAs include:

- Avoidance of sanctions for non-performance;
- Desire for easy and high scores;
- Lack of rigorousness or/over application of discretion in some performance indicators;
- Failure of parties to go by the standards guiding the performance contract management process.

Some reasons for underscoring include:

- Fear of being accused of dishonesty;
- Improper computation;
- Lack of equal level playing field applied in assessment (relative deprivation);
- Inadequate understanding of the KPIs and scoring process thereof; and
- Fear of sanctions in case of verification indicating otherwise.

- ***Failure of most MMDCDS to share contents of the Performance Contracts with their Staff***

In many instances especially in the Western and Central Regions, some MMDAs did not share the contents of the PCs with their staff especially departmental heads, even though they were very much aware that achievement of the deliverables was for the

responsibility of the entire Assembly and not for the individual MMDCDs. Some officers called to provide documentary evidence during the M&V exercise could not be of much help as they did not know what the Performance Contracts and the M&V exercise were about.

- *Evaluation of MMDAs with new MMDCDs*

Some MMDCDs were recently posted to the districts shortly before the Monitoring and Verification exercise and therefore could not hold themselves as the ones being evaluated. Being new in their districts, these MMDCDs could not provide all the necessary information that the verification exercise demanded.

- *Lack of Appreciation for the Scoring Methodology*

In some instances, some Assemblies underscored themselves when there was even clear evidence that all the requirements of a KPI had been met. This may be attributed to improper computation, lack of due diligence, laxity or absence of precision in some of the performance indicator variables. In other instances, some Assemblies overscored themselves in some KPIs most probably due to lack of rigorousness in the performance scoring process, the desire to present impressive performance, the need to avoid sanctions for non-performance, over application of discretion and failure of parties to go by the standards guiding the performance contract management process.

- *Timelines in Submitting Documents*

Most MMDAs had problems proving when documents were submitted to the relevant authorities, be it to the RCCs, Head of Service (HoS) or MDAs. Cover/transmittal letters were either misfiled or non-existent.

- *Poor Records Keeping*

The verification exercise required the teams to call for documents, transmittal letters and memos and in most instances most Assemblies had a difficulty producing them. Some of these documents and files were reported missing and, in some cases, misfiled. Some other Assemblies reported that some former staff took away with them some of the documents and files requested for. This was observed mostly in the MMDAs out of which new ones have been created from.

In most Assemblies that have new ones created out off, records transfer was poorly managed.

- ***Records Management***

Though all Assemblies had Records Management Units in place, most of these units were not functional in terms of the capacity of personnel, equipment and filing systems. This made it difficult retrieving documents as evidence to confirm some of the MMDAs' scores for some KPIs. A visit to Records Unit showed files poorly kept and arranged as well as poorly kept office space.

- ***Commitment of MMDCEs to the PMS/PC***

Most MMDCEs seemed to be fairly committed or interested in the processes of the PCs by fulfilling most of their obligations in the Contracts.

- ***Timing of the Signing of the Performance Contracts***

It was observed that even though the 2018 Performance Contract was signed in the month of March 2018 some of the KPIs had target that were to have been met in the months of January and February. Some Assemblies tried to use the March signing to justify why some of the KPIs that were to be met earlier before the signing were not met. The Monitoring and Verification exercise conducted on the 2018 Annual Performance Contracts was to generate comprehensive recommendations and feedback on performance of MMDAs and also to guide the OHLGS to improve on the administration of the PMS.

- ***Irregular and Inadequate Statutory Fund Flows***

Effective and timely implementation of planned programmes and activities for achievement of most KPIs as set by some of the KPIs were adversely affected by unavailability of funds due in part, to the late and inadequate releases of funds to MMDAs.

- ***Internally Generated Funds (IGF)***

Most MMDAs who recorded negative growth rate in the IGF KPI reported that this was the case due to the creation of new Districts from them during the assessment year. Since some portions of the revenue collection zones were ceded to the new Districts the year on year growth in IGF will see a decline.

- ***Review of Performance Contracts by the RCCs to MMDAs***

Errors of duplication of KPIs under KPAs, over and under scoring and inaccurate description of KPIs by some MMDAs in the PCs all point to the fact that RCCs provided less guidance and technical backstopping to the MMDAs.

- ***Competencies and Capacity Building Needs***

From their long years of service and capacity building programmes undertaken, most of the MMDAs were found to be generally competent in their administrative duties. However, the exigencies of their functions require further training in Records Management, Organisational Development, Conflict Management, ICT and Monitoring and Evaluation.

3.2.2. General Impressions on the PMS

General impressions by stakeholders (OHLGS, RCCs & MMDAs) about the PMS/PCs as currently being implemented are as follows:

- It is a useful tool to improve Local Government Administration and achieve effective and efficient service delivery through commitment to attainment of set targets and must be pursued with all seriousness;
- The two formats of the PMS – Performance Contract and Performance Appraisal (PC and PA) are very well-designed appraisal instruments with very relevant elements of assessment in the key functional areas of the LGS (OHLGS, RCCs and MMDAs). However, staff enthusiasm and eagerness in the administration of the two appraisal instruments need to be stepped up;
- The design and implementation of the PCs ensure that Service Delivery Standards are linked to KPAs and must be sustained;
- The M&V exercise is a very useful tool to help identify gaps in the PMS. It also provides recommendations to support the achievement of the objectives of the Performance Management System and must be sustained.

3.2.3. Best Practices

The following best practices were identified:

- Some MMDAs after signing their Performance Contract held management meetings and gave out portions to the various Heads of Department and Unit Heads and tasked them to work at achieving them;
- Some MMDAs demonstrated efforts to integrate and realign Decentralised departments; evidenced by quarterly meeting minutes, composite budgets and reports;

- Generally, it was observed that Human Resource Managers were made to perform the functions of Administrators;
- Some established a vibrant website and engaged the services of a very qualified ICT Specialist to maintain the website and support MMDAs to establish their websites.

3.2.4. General Recommendations and Way Forward

In the light of the above general observations, impressions, best practices and the need to further improve the LGS PMS/PC the following are recommended:

- MMDCDs should share the contents of the contracts with their staff as soon as they are signed. This will ensure that Heads of Departments are aware of, and contribute to the collective achievement of set indicators and targets;
- When there is a new MMDCD posted to inherit a PC, he/she should be assessed based on the extent to which he/she has accepted and implemented the PC;
- The OHLGS should lay down standard procedures or establish a methodology for assigning scores and train MMDAs and other senior RCC staff in the methodology. The RCDs should monitor MMDAs' scoring systems during their evaluations.
- The OHLGS should ensure that MMDAs always write cover letters, properly dated and signed with references or any other documentary means of proving that documents have been submitted. This will forestall the issue of finding it difficult to locate documents to confirm the achievement of some KPIs;
- The MMDAs should organise training programmes on Records Management for relevant staff to improve their capacity to perform their functions effectively. The trainings should be followed by provision of necessary equipment and other logistics;
- The OHLGS should sensitise Hon. MMDCEs on the need to demonstrate greater commitment and interest in the PC process;
- Some of the KPIs that are assessed in other measuring instruments like the DPAT and DLT should be removed in future Performance Contracts;
- While the Central Government is implored to make prompt releases of statutory funds to MMDAs, the MMDCDs are encouraged to be guided by central Government funds release regimes in defining timelines for their KPIs;
- The OHLGS should carry out detailed analysis on how high performing MMDCDs perform their functions and capture lessons that should be shared with other MMDAs;
- In the management of the PMS/PCs, all actors in the LGS (OHLGS, RCCs and MMDAs) should be guided by best practices observed.

3.2.5. Conclusion

The Local Government Service Performance Management System as operationalised through the Performance Contract is a useful tool for improving Local Government Administration and ensuring accountability and enhancing performance for effective and efficient service delivery.

The two formats of the PMS (Performance Contract and Performance Appraisal) are well designed Appraisal Instruments with very relevant elements of assessment in all key functional areas of the Local Government Service. The seeming lack of cooperation and interest by Heads of Department and Unit Heads in working towards meeting the KPIs is largely due to the perception that the Performance Contract is solely the responsibility of the MMDCD and MMDCE. The OHLGS must increase sensitization efforts in getting the Performance Contract seen as a shared responsibility of all staff of the MMDA.

CHAPTER FOUR

RESULTS FOR 2018 ANNUAL PERFORMANCE EVALUATION OF MMDAs

4. RESULTS FOR 2018 ANNUAL PERFORMANCE EVALUATION OF MMDAs

The following are the rankings of MMDAs' performance scores based on the Monitoring and Verification exercise conducted by the M&V teams and approved by the Head of Service (HoS).

A comparison of MMDAs' performance scores between KPAs (1 - 7) verified and confirmed by the M&V teams during the Monitoring and Verification (M&V) exercise. A detailed calculation of the verified scores confirmed by M&V teams is presented in Chapter 6.

4.1. Results & Ranking for the 2018 Annual Performance Evaluation of 216 MMDAs

The performance of the MMDAs in the 2018 assessment is presented below:

No.	MMDA	REG	Overall Rating	Overall Rating %	Position
1	Asokore Mampong Municipal	AR	Excellent	100.00	1st
2	Bibiani Anhwiaso Bekwai	WR	Excellent	96.75	2nd
3	Tema Metropolitan	GAR	Excellent	96.31	3rd
4	Akatsi North	VR	Excellent	96.13	4th
5	Tarkwa- Nsuaem Municipal	WR	Excellent	95.75	5th
6	Adentan Municipal	GAR	Excellent	94.75	6th
7	Ejura Sekyeredumase Municipal	AR	Excellent	94.50	7th
8	Asunafo North Municipal	BAR	Excellent	94.50	7th
9	Bekwai Municipal	AR	Excellent	94.38	9th
10	Builsa South	UER	Excellent	94.13	10th
11	Hohoe Municipal	VR	Excellent	93.75	11th
12	Ada East	GAR	Excellent	93.63	12th
13	Kwabre East	AR	Excellent	93.56	13th
14	Sunyani West	BAR	Excellent	93.50	14th
15	Sunyani Municipal	BAR	Excellent	92.75	15th
16	Techiman North	BAR	Excellent	92.63	16th
17	Kassena Nankana West	UER	Excellent	92.63	16th
18	Builsa North	UER	Excellent	92.56	18th
19	Amansie Central	AR	Excellent	92.50	19th
20	Dormaa East	BAR	Excellent	92.38	20th
21	Agona West Municipal	CR	Excellent	92.25	21st
22	Ho Municipal	VR	Excellent	92.19	22nd
23	Offinso municipal	AR	Excellent	91.88	23rd
24	Tano North	BAR	Excellent	91.75	24th
25	Bawku West	UER	Excellent	91.69	25th
26	Ashaiman Municipal	GAR	Excellent	91.63	26th
27	Asante Akim North	AR	Excellent	91.44	27th

No.	MMDA	REG	Overall Rating	Overall Rating %	Position
28	Ellembele	WR	Excellent	91.38	28th
29	Ahafo Ano South	AR	Excellent	91.38	28th
30	Sekyere East	AR	Excellent	90.88	30th
31	Atwima Kwanwoma	AR	Excellent	90.81	31st
32	Atwima Nwabiagya	AR	Excellent	90.75	32nd
33	Wa West	UWR	Excellent	90.75	32nd
34	Kumasi Metropolitan	AR	Excellent	90.25	34th
35	Kassena Nankana Municipal	UER	Excellent	89.50	35th
36	Juabeso	WR	Excellent	89.44	36th
37	Obuasi municipal	AR	Excellent	89.38	37th
38	Ho West	VR	Excellent	89.38	37th
39	Adaklu	VR	Excellent	89.19	39th
40	Afigya-Kwabre	AR	Excellent	88.94	40th
41	Sissala East	UWR	Excellent	88.88	41st
42	Shai-Osudoku	GAR	Excellent	88.75	42nd
43	Ga East Municipal	GAR	Excellent	88.63	43rd
44	Nandom	UWR	Excellent	88.56	44th
45	Sefwi Wiawso Municipal	WR	Excellent	88.50	45th
46	Tain	BAR	Excellent	88.44	46th
47	Berekum Municipal	BAR	Excellent	88.38	47th
48	Aowin	WR	Excellent	88.38	47th
49	Kpando	VR	Excellent	88.31	49th
50	Sekyere South	AR	Excellent	87.94	50th
51	Lambussie Karni	UWR	Excellent	87.81	51st
52	Wassa Amenfi West	WR	Excellent	87.75	52nd
53	Ketu South	VR	Excellent	87.63	53rd
54	Prestea-Huni Valley	WR	Excellent	87.13	54th
55	Jaman North	BAR	Excellent	87.00	55th
56	Dormaa Central Municipal	BAR	Excellent	86.81	56th
57	South Tongu	VR	Excellent	86.69	57th
58	Bongo	UER	Excellent	86.56	58th
59	Asikuma Odoben Brakwa	CR	Excellent	86.50	59th
60	Komenda Edina Eguafo Abirem Municipal	CR	Excellent	86.19	60th
61	Bolgatanga Municipal	UER	Excellent	85.88	61st
62	Ga South Municipal	GAR	Excellent	85.63	62nd
63	Asutifi South	BAR	Excellent	85.56	63rd
64	Assin South	CR	Excellent	85.38	64th
65	Kwahu West Municipal	ER	Excellent	85.38	64th
66	Nkwanta South	VR	Excellent	85.38	64th
67	Kintampo North Municipal	BAR	Excellent	85.25	67th

No.	MMDA	REG	Overall Rating	Overall Rating %	Position
68	La Dade-Kotopon Municipal	GAR	Excellent	85.25	67th
69	Accra Metropolitan	GAR	Excellent	85.25	67th
70	Sekondi-Takoradi Metropolitan	WR	Excellent	85.25	67th
71	Lawra	UWR	Excellent	85.19	71st
72	South Dayi	VR	Excellent	85.00	72nd
73	Bia West	WR	Excellent	84.94	73rd
74	Adansi South	AR	Excellent	84.88	74th
75	Banda	BAR	Excellent	84.81	75th
76	Lower Manya Krobo Municipal	ER	Excellent	84.63	76th
77	Jasikan	VR	Excellent	84.56	77th
78	Kwahu South	ER	Excellent	84.13	78th
79	Asutifi North	BAR	Excellent	83.94	79th
80	Jomoro	WR	Excellent	83.88	80th
81	West Akim Municipal	ER	Excellent	83.81	81st
82	Ga Central Municipal	GAR	Excellent	83.75	82nd
83	Afadzato South	VR	Excellent	83.69	83rd
84	Sissala West	UWR	Excellent	83.63	84th
85	Atebubu-Amantin	BAR	Excellent	83.38	85th
86	Ekumfi	CR	Excellent	83.25	86th
87	Ajumako-Enyan-Essiam	CR	Excellent	83.25	86th
88	Techiman Municipal	BAR	Excellent	83.25	86th
89	East Mamprusi	NR	Excellent	83.13	89th
90	Nadowli-Kaleo	UWR	Excellent	83.00	90th
91	Daffiama-Bissie-Issa	UWR	Excellent	83.00	90th
92	Bosomtwe	AR	Excellent	82.69	92nd
93	Denkyembour	ER	Excellent	82.44	93rd
94	Wa Municipal	UWR	Excellent	82.44	93rd
95	Suaman	WR	Excellent	82.19	95th
96	Bodie	WR	Excellent	82.19	95th
97	Garu-Tempene	UER	Excellent	81.69	97th
98	Birim South	ER	Excellent	81.56	98th
99	Ketu North	VR	Excellent	81.50	99th
100	Kadjebi	VR	Excellent	81.44	100th
101	Cape Coast Metropolitan	CR	Excellent	81.38	101st
102	Agona East	CR	Excellent	81.38	101st
103	Adansi North	AR	Excellent	81.13	103rd
104	Kpone Katamanso	GAR	Excellent	81.13	103rd
105	North Tongu	VR	Excellent	81.00	105th
106	Abura Asebu Kwamankesse	CR	Excellent	80.94	106th
107	Central Tongu	VR	Excellent	80.69	107th

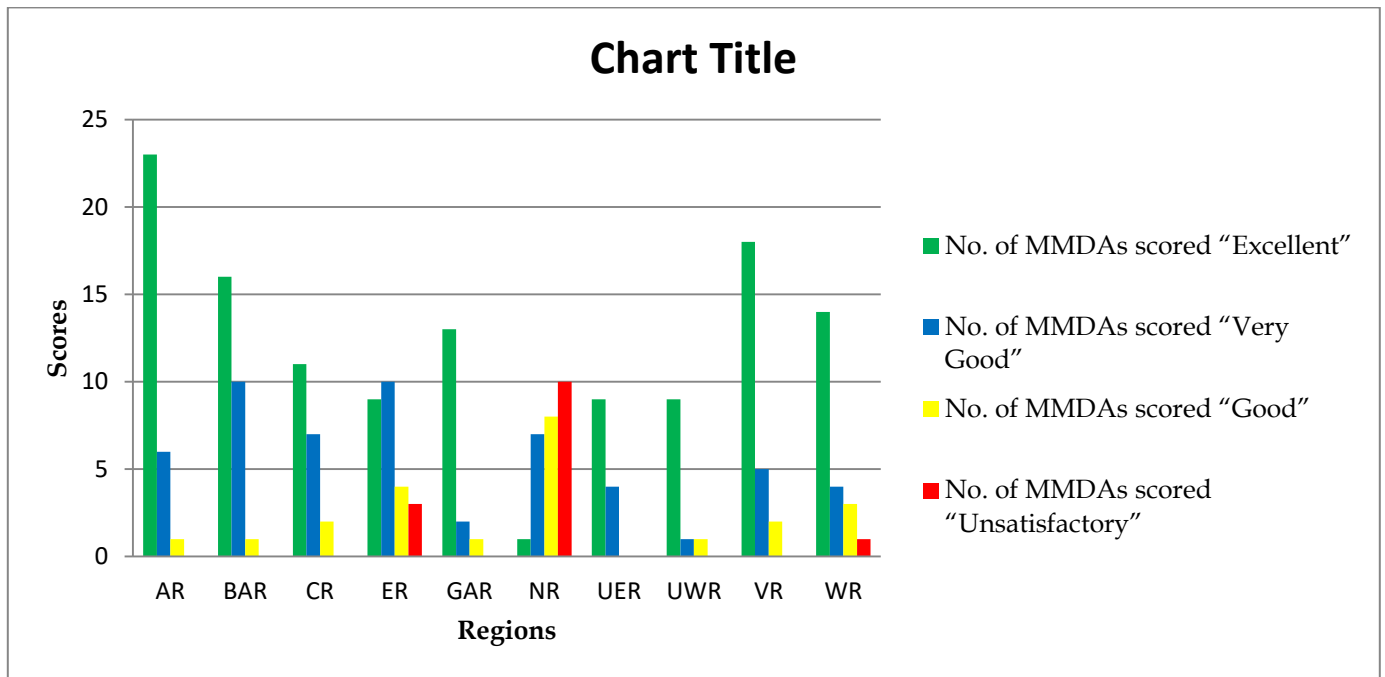
No.	MMDA	REG	Overall Rating	Overall Rating %	Position
108	Ahafo Ano North	AR	Excellent	80.63	108th
109	Sefwi Akontombra	WR	Excellent	80.63	108th
110	Amansie West	AR	Excellent	80.63	108th
111	Pusiga	UER	Excellent	80.56	111th
112	Asante Akim South	AR	Excellent	80.50	112th
113	North Dayi	VR	Excellent	80.50	112th
114	Mfantseman Municipal	CR	Excellent	80.31	114th
115	Offinso North	AR	Excellent	80.25	115th
116	Mampong Municipal	AR	Excellent	80.25	115th
117	Akwapim North Municipal	ER	Excellent	80.25	115th
118	Kwahu East	ER	Excellent	80.13	118th
119	Efutu Municipal	CR	Excellent	80.13	118th
120	Asuogyaman	ER	Excellent	80.13	118th
121	La Nkwantanang-Madina Municipal	GAR	Excellent	80.13	118th
122	Ledzokuku-Krowor Municipal	GAR	Excellent	80.13	118th
123	Keta Municipal	VR	Excellent	80.00	123rd
124	Kwahu Afram Plains North	ER	Very Good	79.88	124th
125	Bosome Freho	AR	Very Good	79.81	125th
126	Gomoa East	CR	Very Good	79.75	126th
127	East Gonja	NR	Very Good	79.50	127th
128	Ningo-Prampram	GAR	Very Good	79.31	128th
129	Upper Denkyira West	CR	Very Good	79.31	128th
130	Wenchi Municipal	BAR	Very Good	79.13	130th
131	Wassa Amenfi Central	WR	Very Good	79.06	131st
132	Atiwa	ER	Very Good	78.88	132nd
133	Nkwanta North	VR	Very Good	78.69	133rd
134	Ahanta West	WR	Very Good	78.69	133rd
135	Kwaebibirem	ER	Very Good	78.38	135th
136	Gomoa West	CR	Very Good	78.38	135th
137	Dormaa West	BAR	Very Good	78.06	137th
138	Nadbdam	UER	Very Good	77.75	138th
139	Akatsi South	VR	Very Good	77.44	139th
140	Tano South	BAR	Very Good	77.38	140th
141	Ejisu-Juaben Municipal	AR	Very Good	77.19	141st
142	Wa East	UWR	Very Good	77.13	142nd
143	Nkoranza South Municipal	BAR	Very Good	77.13	142nd
144	Bawku Municipal	UER	Very Good	76.75	144th
145	Pru	BAR	Very Good	76.50	145th
146	Asunafo South	BAR	Very Good	76.44	146th
147	Twifo Hemang Lower Denkyira	CR	Very Good	76.31	147th

No.	MMDA	REG	Overall Rating	Overall Rating %	Position
148	Kwahu Afram Plains South	ER	Very Good	76.31	147th
149	Nkoranza North	BAR	Very Good	76.25	149th
150	Nanumba South	NR	Very Good	75.88	150th
151	Yendi Municipal	NR	Very Good	75.88	150th
152	Sene West	BAR	Very Good	74.63	152nd
153	East Akim Municipal	ER	Very Good	74.50	153rd
154	Kintampo South	BAR	Very Good	74.19	154th
155	Shama	WR	Very Good	73.44	155th
156	Gushiegu	NR	Very Good	73.38	156th
157	Biakoye	VR	Very Good	73.25	157th
158	Assin North Municipal	CR	Very Good	72.94	158th
159	Sekyere Afram Plains South	AR	Very Good	72.88	159th
160	Birim Central Municipal	ER	Very Good	72.69	160th
161	Sekyere Central	AR	Very Good	72.63	161st
162	Akwapim South	ER	Very Good	72.38	162nd
163	Mion	NR	Very Good	72.31	163rd
164	Sene East	BAR	Very Good	71.81	164th
165	Sekyere Kumawu	AR	Very Good	71.63	165th
166	Upper West Akim	ER	Very Good	71.56	166th
167	Asante Akim Central Municipal	AR	Very Good	71.44	167th
168	Wassa Amenfi East	WR	Very Good	71.19	168th
169	Binduri	UER	Very Good	71.19	168th
170	Nsawam-Adoagyiri Municipal	ER	Very Good	71.13	170th
171	Awutu Senya East Municipal	CR	Very Good	71.06	171st
172	Krachi East	VR	Very Good	70.94	172nd
173	Ada West	GAR	Very Good	70.69	173rd
174	Awutu Senya	CR	Very Good	70.63	174th
175	Birim North	ER	Very Good	70.50	175th
176	Saboba	NR	Very Good	70.44	176th
177	Talensi	UER	Very Good	70.38	177th
178	Zabzugu	NR	Very Good	70.19	178th
179	Krachi Nchumuru	VR	Good	69.56	179th
180	Ga West Municipal	GAR	Good	69.00	180th
181	Twifo Ati-Morkwa	CR	Good	68.88	181st
182	Sagnerigu	NR	Good	68.81	182nd
183	Mpohor	WR	Good	67.44	183rd
184	Bia East	WR	Good	67.31	184th
185	Tolon	NR	Good	67.25	185th
186	Upper Denkyira East Municipal	CR	Good	65.44	186th
187	Jaman South	BAR	Good	65.38	187th

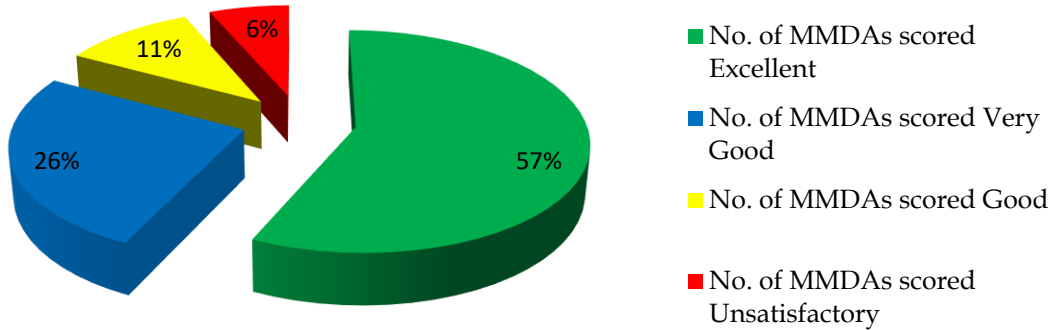
No.	MMDA	REG	Overall Rating	Overall Rating %	Position		
188	Akyemansa	ER	Good	65.31	188th		
189	Nanumba North	NR	Good	65.25	189th		
190	Wassa East	WR	Good	64.56	190th		
191	Kumbungu	NR	Good	64.56	190th		
192	Krachi West	VR	Good	64.44	192nd		
193	Jirapa	UWR	Good	64.13	193rd		
194	Fanteakwa	ER	Good	63.75	194th		
195	Kpandai	NR	Good	62.88	195th		
196	Agortime Ziope	VR	Good	62.56	196th		
197	Savelugu Nanton Municipal	NR	Good	61.75	197th		
198	Yilo Krobo Municipal	ER	Good	61.63	198th		
199	West Gonja	NR	Good	61.44	199th		
200	New Juaben Municipal	ER	Good	61.31	200th		
201	Chereponi	NR	Good	60.88	201st		
202	Atwima Mponua	AR	Good	60.06	202nd		
203	Mamprugu-Moagduri	NR	Unsatisfactory	59.75	203rd		
204	Ayensuano	ER	Unsatisfactory	59.25	204th		
205	Bunkpurugu-Yunyoo	NR	Unsatisfactory	59.25	204th		
206	Central Gonja	NR	Unsatisfactory	58.38	206th		
207	Tamale Metropolitan	NR	Unsatisfactory	57.75	207th		
208	Karaga	NR	Unsatisfactory	57.31	208th		
209	Upper Manya Krobo	ER	Unsatisfactory	55.31	209th		
210	Sawla-Tuna-Kalba	NR	Unsatisfactory	54.63	210th		
211	West Mamprusi	NR	Unsatisfactory	54.13	211th		
212	Tatale Sanguli	NR	Unsatisfactory	51.81	212th		
213	Suhum Municipal	ER	Unsatisfactory	50.94	213th		
214	Bole	NR	Unsatisfactory	48.44	214th		
215	Nzema East Municipal	WR	Unsatisfactory	46.38	215th		
216	North Gonja	NR	Unsatisfactory	43.81	216th		
Excellent: 80-100%		Very Good: 70-79%		Good: 60-69%		Un-satisfactory: Less than 60%	

4.2. Statistics for Performance Evaluation Rating of MMDAs by Region

REGION	No. of MMDAs scored "Excellent"	No. of MMDAs scored "Very Good"	No. of MMDAs scored "Good"	No. of MMDAs scored "Unsatisfactory"	TOTAL
AR	23	6	1	0	30
BAR	16	10	1	0	27
CR	11	7	2	0	20
ER	9	10	4	3	26
GAR	13	2	1	0	16
NR	1	7	8	10	26
UER	9	4	0	0	13
UWR	9	1	1	0	11
VR	18	5	2	0	25
WR	14	4	3	1	22
TOTAL	123	56	23	14	216



Overall Performance Ranking by 216 MMDAs



4.3. Performance Evaluation Results of MMDAs by Region

4.3.1. Performance Evaluation Results of MMDAs - Ashanti Region (AR)

No	REG	Name of MMDA	Overall Performance	Overall Rating %	Position
1	AR	Asokore Mampong Municipal	Excellent	100.00	1 st
2	AR	Ejura Sekyeredumase Municipal	Excellent	94.50	2 nd
3	AR	Bekwai Municipal	Excellent	94.38	3 rd
4	AR	Kwabre East	Excellent	93.56	4 th
5	AR	Amansie Central	Excellent	92.50	5 th
6	AR	Offinso municipal	Excellent	91.88	6 th
7	AR	Asante Akim North	Excellent	91.44	7 th
8	AR	Ahafo Ano South	Excellent	91.38	8 th
9	AR	Sekyere East	Excellent	90.88	9 th
10	AR	Atwima Kwanwoma	Excellent	90.81	10 th
11	AR	Atwima Nwabiagya	Excellent	90.75	11 th
12	AR	Kumas Metropolitan	Excellent	90.25	12 th
13	AR	Obuasi municipal	Excellent	89.38	13 th
14	AR	Afigya-Kwabre	Excellent	88.94	14 th
15	AR	Sekyere South	Excellent	87.94	15 th
16	AR	Adansi South	Excellent	84.88	16 th
17	AR	Bosomtwe	Excellent	82.69	17 th
18	AR	Adansi North	Excellent	81.13	18 th
19	AR	Ahafo Ano North	Excellent	80.63	19 th
20	AR	Amansie West	Excellent	80.63	19 th
21	AR	Asante Akim South	Excellent	80.50	21 st
22	AR	Mampong Municipal	Excellent	80.25	22 nd
23	AR	Offinso North	Excellent	80.25	23 rd
24	AR	Bosome Freho	Very Good	79.81	24 th
25	AR	Ejisu-Juaben Municipal	Very Good	77.19	25 th

26	AR	Sekyere Afram Plains South	Very Good	72.88	26 th
27	AR	Sekyere Central	Very Good	72.63	27 th
28	AR	Sekyere Kumawu	Very Good	71.63	28 th
29	AR	Asante Akim Central Municipal	Very Good	71.44	29 th
30	AR	Atwima Mponua	Good	60.06	30 th

REGION	No. of MMDAs scored Excellent	No. of MMDAs scored Very Good	No. of MMDAs scored Good	No. of MMDAs scored Unsatisfactory	TOTAL
AR	23	6	1	0	30

4.3.2. Performance Evaluation Results of MMDAs - Brong Ahafo Region (BAR)

No	REG	Name of MMDA	Overall Performance	Overall Rating %	Position
1	BAR	Asunafo North Municipal	Excellent	94.50	1 st
2	BAR	Sunyani West	Excellent	93.50	2 nd
3	BAR	Sunyani Municipal	Excellent	92.75	3 rd
4	BAR	Techiman North	Excellent	92.63	4 th
5	BAR	Dormaa East	Excellent	92.38	5 th
6	BAR	Tano North	Excellent	91.75	6 th
7	BAR	Tain	Excellent	88.44	7 th
8	BAR	Berekum Municipal	Excellent	88.38	8 th
9	BAR	Jaman North	Excellent	87.00	9 th
10	BAR	Dormaa Central Municipal	Excellent	86.81	10 th
11	BAR	Asutifi South	Excellent	85.56	11 th
12	BAR	Kintampo North Municipal	Excellent	85.25	12 th
13	BAR	Banda	Excellent	84.81	13 th
14	BAR	Asutifi North	Excellent	83.94	14 th
15	BAR	Atebubu-Amantin	Excellent	83.38	15 th
16	BAR	Techiman Municipal	Excellent	83.25	16 th
17	BAR	Wenchi Municipal	Very Good	79.13	17 th
18	BAR	Dormaa West	Very Good	78.06	18 th
19	BAR	Tano South	Very Good	77.38	19 th
20	BAR	Nkoranza South Municipal	Very Good	77.13	20 th
21	BAR	Pru	Very Good	76.50	21 st
22	BAR	Asunafo South	Very Good	76.44	22 nd
23	BAR	Nkoranza North	Very Good	76.25	23 rd
24	BAR	Sene West	Very Good	74.63	24 th

25	BAR	Kintampo South	Very Good	74.19	25 th
26	BAR	Sene East	Very Good	71.81	26 th
27	BAR	Jaman South	Good	65.38	27 th

REGION	No. of MMDAs scored Excellent	No. of MMDAs scored Very Good	No. of MMDAs scored Good	No. of MMDAs scored Unsatisfactory	TOTAL
BAR	16	10	1	0	27

4.3.3. Performance Evaluation Results of MMDAs - Central Region (CR)

No	REG	Name of MMDA	Overall Performance	Overall Rating %	Position
1	CR	Agona West Municipal	Excellent	92.25	1 st
2	CR	Asikuma Odoben Brakwa	Excellent	86.50	2 nd
3	CR	Komenda Edina Eguafo Abirem Municipal	Excellent	86.19	3 rd
4	CR	Assin South	Excellent	85.38	4 th
5	CR	Ajumako-Enyan-Essiam	Excellent	83.25	5 th
6	CR	Ekumfi	Excellent	83.25	6 th
7	CR	Agona East	Excellent	81.38	7 th
8	CR	Cape Coast Metropolitan	Excellent	81.38	7 th
9	CR	Abura Asebu Kwamankesse	Excellent	80.94	9 th
10	CR	Mfantseman Municipal	Excellent	80.31	10 th
11	CR	Efutu Municipal	Excellent	80.13	11 th
12	CR	Gomoa East	Very Good	79.75	12 th
13	CR	Upper Denkyira West	Very Good	79.31	13 th
14	CR	Gomoa West	Very Good	78.38	14 th
15	CR	Twifo Hemang Lower Denkyira	Very Good	76.31	15 th
16	CR	Assin North Municipal	Very Good	72.94	16 th
17	CR	Awutu Senya East Municipal	Very Good	71.06	17 th
18	CR	Awutu Senya	Very Good	70.63	18 th
19	CR	Twifo Ati-Morkwa	Good	68.88	19 th
20	CR	Upper Denkyira East Municipal	Good	65.44	20 th

REGION	No. of MMDAs scored Excellent	No. of MMDAs scored Very Good	No. of MMDAs scored Good	No. of MMDAs scored Unsatisfactory	TOTAL
CR	11	7	2	0	20

4.3.4. Performance Evaluation Results of MMDAs - Eastern Region (ER)

No	REG	Name of MMDA	Overall Performance	Overall Rating %	Position
1	ER	Kwahu West Municipal	Excellent	85.38	1 st
2	ER	Lower Manya Krobo Municipal	Excellent	84.63	2 nd
3	ER	Kwahu South	Excellent	84.13	3 rd
4	ER	West Akim Municipal	Excellent	83.81	4 th
5	ER	Denkyembour	Excellent	82.44	5 th
6	ER	Birim South	Excellent	81.56	6 th
7	ER	Akwapim North Municipal	Excellent	80.25	7 th
8	ER	Asuogyaman	Excellent	80.13	8 th
9	ER	Kwahu East	Excellent	80.13	8 th
10	ER	Kwahu Afram Plains North	Very Good	79.88	10 th
11	ER	Atiwa	Very Good	78.88	10 th
12	ER	Kwaebibirem	Very Good	78.38	12 th
13	ER	Kwahu Afram Plains South	Very Good	76.31	13 th
14	ER	East Akim Municipal	Very Good	74.50	14 th
15	ER	Birim Central Municipal	Very Good	72.69	15 th
16	ER	Akwapim South	Very Good	72.38	16 th
17	ER	Upper West Akim	Very Good	71.56	17 th
18	ER	Nsawam-Adoagyiri Municipal	Very Good	71.13	18 th
19	ER	Birim North	Very Good	70.50	18 th
20	ER	Akyemansa	Good	65.31	20 th
21	ER	Fanteakwa	Good	63.75	21 st
22	ER	Yilo Krobo Municipal	Good	61.63	22 nd
23	ER	New Juaben Municipal	Good	61.31	23 rd

24	ER	Ayensuano	Unsatisfactory	59.25	24 th
25	ER	Upper Manya Krobo	Unsatisfactory	55.31	25 th
26	ER	Suhum Municipal	Unsatisfactory	50.94	26 th

REGION	No. of MMDAs scored Excellent	No. of MMDAs scored Very Good	No. of MMDAs scored Good	No. of MMDAs scored Unsatisfactory	TOTAL
ER	9	10	4	3	26

4.3.5. Performance Evaluation Results of MMDAs – Greater Accra Region (GAR)

No	REG	Name of MMDA	Overall Performance	Overall Rating %	Position
1	GAR	Tema Metropolitan	Excellent	96.31	1 st
2	GAR	Adentan Municipal	Excellent	94.75	2 nd
3	GAR	Ada East	Excellent	93.63	3 rd
4	GAR	Ashaiman Municipal	Excellent	91.63	4 th
5	GAR	Shai-Osudoku	Excellent	88.75	5 th
6	GAR	Ga East Municipal	Excellent	88.63	6 th
7	GAR	Ga South Municipal	Excellent	85.63	7 th
8	GAR	Accra Metropolitan Assembly	Excellent	85.25	8 th
9	GAR	La Dade-Kotopon Municipal	Excellent	85.25	9 th
10	GAR	Ga Central Municipal	Excellent	83.75	10 th
11	GAR	Kpone Katamanso	Excellent	81.13	11 th
12	GAR	La Nkwantanang-Madina Municipal	Excellent	80.13	12 th
13	GAR	Ledzokuku-Krowor Municipal	Excellent	80.13	13 th
14	GAR	Ningo-Prampram	Very Good	79.31	14 th
15	GAR	Ada West	Very Good	70.69	15 th
16	GAR	Ga West Municipal	Good	69.00	16 th

REGION	No. of MMDAs scored Excellent	No. of MMDAs scored Very Good	No. of MMDAs scored Good	No. of MMDAs scored Unsatisfactory	TOTAL
GAR	13	2	1	0	16

4.3.6. Performance Evaluation Results of MMDAs - Northern Region (NR)

No	REG	Name of MMDA	Overall Performance	Overall Rating %	Position
1	NR	East Mamprusi	Excellent	83.13	1 st
2	NR	East Gonja	Very Good	79.50	2 nd
3	NR	Nanumba South	Very Good	75.88	3 rd
4	NR	Yendi Municipal	Very Good	75.88	3 rd
5	NR	Gushiegu	Very Good	73.38	5 th
6	NR	Mion	Very Good	72.31	6 th
7	NR	Saboba	Very Good	70.44	7 th
8	NR	Zabzugu	Very Good	70.19	8 th
9	NR	Sagnerigu	Good	68.81	9 th
10	NR	Tolon	Good	67.25	10 th
11	NR	Nanumba North	Good	65.25	11 th
12	NR	Kumbungu	Good	64.56	12 th
13	NR	Kpandai	Good	62.88	13 th
14	NR	Savelugu Nanton Municipal	Good	61.75	14 th
15	NR	West Gonja	Good	61.44	15 th
16	NR	Chereponi	Good	60.88	16 th
17	NR	Mamprugu-Moagduri	Unsatisfactory	59.75	17 th
18	NR	Bunkpurugu-Yunyoo	Unsatisfactory	59.25	18 th
19	NR	Central Gonja	Unsatisfactory	58.38	19 th
20	NR	Tamale Metropolitan	Unsatisfactory	57.75	20 th
21	NR	Karaga	Unsatisfactory	57.31	21 st
22	NR	Sawla-Tuna-Kalba	Unsatisfactory	54.63	22 nd
23	NR	West Mamprusi	Unsatisfactory	54.13	23 rd
24	NR	Tatale Sanguli	Unsatisfactory	51.81	24 th

25	NR	Bole	Unsatisfactory	48.44	25 th
26	NR	North Gonja	Unsatisfactory	43.81	26 th

REGION	No. of MMDAs scored Excellent	No. of MMDAs scored Very Good	No. of MMDAs scored Good	No. of MMDAs scored Unsatisfactory	TOTAL
NR	1	7	8	10	26

4.3.7. Performance Evaluation Results of MMDAs - Upper East Region (UER)

No	REG	Name of MMDA	Overall Performance	Overall Rating %	Position
1	UER	Builsa South	Excellent	94.13	1 st
2	UER	Kassena Nankana West	Excellent	92.63	2 nd
3	UER	Builsa North	Excellent	92.56	3 rd
4	UER	Bawku West	Excellent	91.69	4 th
5	UER	Kassena Nankana Municipal	Excellent	89.50	5 th
6	UER	Bongo	Excellent	86.56	6 th
7	UER	Bolgatanga Municipal	Excellent	85.88	7 th
8	UER	Garu-Tempene	Excellent	81.69	7 th
9	UER	Pusiga	Excellent	80.56	9 th
10	UER	Nadbdam	Very Good	77.75	10 th
11	UER	Bawku Municipal	Very Good	76.75	11 th
12	UER	Binduri	Very Good	71.19	12 th
13	UER	Talensi	Very Good	70.38	13 th

REGION	No. of MMDAs scored Excellent	No. of MMDAs scored Very Good	No. of MMDAs scored Good	No. of MMDAs scored Unsatisfactory	TOTAL
UER	9	4	0	0	13

4.3.8. Performance Evaluation Results of MMDAs – Upper West Region (UWR)

No	REG	Name of MMDA	Overall Performance	Overall Rating %	Position
1	UWR	Wa West	Excellent	90.75	1 st
2	UWR	Sissala East	Excellent	88.88	2 nd
3	UWR	Nandom	Excellent	88.56	3 rd
4	UWR	Lambussie Karni	Excellent	87.81	4 th
5	UWR	Lawra	Excellent	85.19	5 th
6	UWR	Sissala West	Excellent	83.63	6 th
7	UWR	Nadowli-Kaleo	Excellent	83.00	7 th
8	UWR	Daffiama-Bissie-Issa	Excellent	83.00	7 th
9	UWR	Wa Municipal	Excellent	82.44	9 th
10	UWR	Wa East	Very Good	77.13	10 th
11	UWR	Jirapa	Good	64.13	11 th

REGION	No. of MMDAs scored Excellent	No. of MMDAs scored Very Good	No. of MMDAs scored Good	No. of MMDAs scored Unsatisfactory	TOTAL
UWR	9	1	1	0	11

4.3.9. Performance Evaluation Results of MMDAs – Volta Region (VR)

No	REG	Name of MMDA	Overall Performance	Overall Rating %	Position
1	VR	Akatsi North	Excellent	96.13	1 st
2	VR	Hohoe Municipal	Excellent	93.75	2 nd
3	VR	Ho Municipal	Excellent	92.19	3 rd
4	VR	Ho West	Excellent	89.38	4 th
5	VR	Adaklu	Excellent	89.19	5 th
6	VR	Kpando	Excellent	88.31	6 th
7	VR	Ketu South	Excellent	87.63	6 th
8	VR	South Tongu	Excellent	86.69	8 th
9	VR	Nkwanta South	Excellent	85.38	9 th
10	VR	South Dayi	Excellent	85.00	10 th
11	VR	Jasikan	Excellent	84.56	11 th
12	VR	Afadzato South	Excellent	83.69	12 th
13	VR	Ketu North	Excellent	81.50	13 th
14	VR	Kadjebi	Excellent	81.44	14 th
15	VR	North Tongu	Excellent	81.00	14 th
16	VR	Central Tongu	Excellent	80.69	16 th
17	VR	North Dayi	Excellent	80.50	17 th
18	VR	Keta Municipal	Excellent	80.00	18 th
19	VR	Nkwanta North	Very Good	78.69	19 th
20	VR	Akatsi South	Very Good	77.44	20 th
21	VR	Biakoye	Very Good	73.25	21 st
22	VR	Krachi East	Very Good	70.94	22 nd
23	VR	Krachi Nchumuru	Good	69.56	23 rd
24	VR	Krachi West	Good	64.44	24 th

25	VR	Agortime Ziope	Good	62.56	25th
-----------	-----------	-----------------------	-------------	--------------	------------------------

REGION	No. of MMDAs scored Excellent	No. of MMDAs scored Very Good	No. of MMDAs scored Good	No. of MMDAs scored Unsatisfactory	TOTAL
VR	22	4	3	0	25

4.3.10. Performance Evaluation Results of MMDAs - Western Region (WR)

No	REG	Name of MMDA	Overall Performance	Overall Rating %	Position
1	WR	Bibiani Anhwiaso Bekwai	Excellent	96.75	1 st
2	WR	Tarkwa- Nsuaem Municipal	Excellent	95.75	2 nd
3	WR	Ellembele	Excellent	91.38	3 rd
4	WR	Juabeso	Excellent	89.44	4 th
5	WR	Sefwi Wiawso Municipal	Excellent	88.50	5 th
6	WR	Aowin	Excellent	88.38	6 th
7	WR	Wassa Amenfi West	Excellent	87.75	7 th
8	WR	Prestea-Huni Valley	Excellent	87.13	8 th
9	WR	Sekondi-Takoradi Metropolitan	Excellent	85.25	9 th
10	WR	Bia West	Excellent	84.94	10 th
11	WR	Jomoro	Excellent	83.88	11 th
12	WR	Suaman	Excellent	82.19	12 th
13	WR	Bodie	Excellent	82.19	13 th
14	WR	Sefwi Akontombra	Excellent	80.63	14 th
15	WR	Wassa Amenfi Central	Very Good	79.06	15 th
16	WR	Ahanta West	Very Good	78.69	16 th
17	WR	Shama	Very Good	73.44	17 th
18	WR	Wassa Amenfi East	Very Good	71.19	18 th
19	WR	Mpohor	Good	67.44	19 th
20	WR	Bia East	Good	67.31	20 th
21	WR	Wassa East	Good	64.56	21 st
22	WR	Nzema East Municipal	Unsatisfactory	46.38	22 nd

REGION	No. of MMDAs scored Excellent	No. of MMDAs scored Very Good	No. of MMDAs scored Good	No. of MMDAs scored Unsatisfactory	TOTAL
WR	14	4	3	1	22

CHAPTER FIVE

DECISION MAKING ON 2018 ANNUAL PERFORMANCE EVALUATION RESULTS OF MMDAs

5. DECISION MAKING ON 2018 ANNUAL PERFORMANCE EVALUATION RESULTS OF MMDAs

Even though the Performance Contracts were signed between the Honourable MMDCEs and MMDCDs, it is worth noting that the overall Annual Performance Evaluation Results mirrors that of their respective MMDAs.

5.1. Guiding Principles for Decision Making

The following are the guiding principles for decision making (rewards and sanctions) on the results of the Annual Performance Evaluation:

- vi. MMDAs will be acknowledged based on their Performance;
- vii. The best 10 MMDAs that obtain the highest scores will be given special acknowledgement and award;
- viii. Any MMDA whose evaluation score is un-satisfactory would be cautioned;
- ix. Any MMDCD who fails twice irrespective of the MMDA he/she is responsible for:
 - a. *will not be considered for contract after his / her retirement age;*
 - b. *will not be considered for appointment as Chief Director;*
 - c. *will be posted out to work under a senior officer;*
- x. Any MMDCD who fails thrice irrespective of the MMDA he/she is responsible for would be demoted and reposted.

5.2. Decision on 2018 Annual Performance Evaluation Results of MMDAs

5.2.1. MMDAs to be acknowledged based on Performance

MMDAs will be acknowledged based on their Performance; (Refer to **Section 3.1**)

5.2.2. The selected MMDAs which obtain the highest scores

The following 10 Metropolitan, Municipal and District Assemblies (MMDAs) out of 216 MMDAs are to be given special acknowledgement and award:

No.	MMDA	Region	Overall Performance Rating	Overall Performance Score (%)	Position
1	Asokore Mampong Municipal	AR	Excellent	100.00	1 st
2	Bibiani Anhwiaso Bekwai	WR	Excellent	96.75	2 nd
3	Tema Metropolitan	GAR	Excellent	96.31	3 rd
4	Akatsi North	VR	Excellent	96.13	4 th
5	Tarkwa- Nsuaem Municipal	WR	Excellent	95.75	5 th
6	Adentan Municipal	GAR	Excellent	94.75	6 th
7	Ejura Sekyeredumase Municipal	AR	Excellent	94.50	7 th
8	Asunafo North Municipal	BAR	Excellent	94.50	7 th
9	Bekwai Municipal	AR	Excellent	94.38	9 th
10	Builsa South	UER	Excellent	94.13	10 th

5.2.3. Un-satisfactory Performance

The MMDAs whose evaluation scores are un-satisfactory are to be given written caution by the HoS. These are as follows:

No.	MMDA	Region	Overall Performance Rating	Overall Performance Score (%)	Position
1	Mamprugu-Moagduri	NR	Unsatisfactory	59.75	203 rd
2	Ayensuano	ER	Unsatisfactory	59.25	204 th
3	Bunkpurugu-Yunyoo	NR	Unsatisfactory	59.25	204 th
4	Central Gonja	NR	Unsatisfactory	58.38	206 th
5	Tamale Metropolitan	NR	Unsatisfactory	57.75	207 th
6	Karaga	NR	Unsatisfactory	57.31	208 th
7	Upper Manya Krobo	ER	Unsatisfactory	55.31	209 th
8	Sawla-Tuna-Kalba	NR	Unsatisfactory	54.63	210 th
9	West Mamprusi	NR	Unsatisfactory	54.13	211 th
10	Tatale Sanguli	NR	Unsatisfactory	51.81	212 th
11	Suhum Municipal	ER	Unsatisfactory	50.94	213 th
12	Bole	NR	Unsatisfactory	48.44	214 th
13	Nzema East Municipal	WR	Unsatisfactory	46.38	215 th

No.	MMDA	Region	Overall Performance Rating	Overall Performance Score (%)	Position
14	North Gonja	NR	Unsatisfactory	43.81	216 th

CHAPTER SIX

DETAILED CALCULATION FOR 2018 OVERALL ANNUAL PERFORMANCE EVALUATION RESULTS OF MMDAs

6. DETAILED CALCULATION FOR 2018 OVERALL ANNUAL PERFORMANCE EVALUATION RESULTS OF MMDAs BY REGION

DETAILED CALCULATION - ASHANTI REGION (AR)

No	Name of MMDA (AR)	KPA 1			KPA 2			KPA 3			KPA 4			KPA 5			KPA 6			KPA 7			Overall Rating for 7 KPAs (1-4)	Overall Rating for 7 KPAs (%)
		Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting	Over all Weight ed Rating		
1	2	3	4	5= 4*5	6.00	7	8= 7*8	9.00	10	11=10*11	13.00	12	13= 13*14	14.00	15	16 = 16*17	17.00	18	19= 19*20	20.00	21	22= 19*20	23=6+ 9+ 12+ 15+ 18+ 21	24= 22/4*100
1	Adansi North	3.0	0.1	0.3	4.0	0.2	0.6	4.0	0.1	0.4	3.5	0.2	0.5	2.0	0.2	0.4	3.4	0.2	0.5	3.4	0.2	0.5	3.2	81.1
2	Adansi South	2.4	0.1	0.2	3.8	0.2	0.6	3.6	0.1	0.4	3.5	0.2	0.5	3.2	0.2	0.6	4.0	0.2	0.6	3.1	0.2	0.5	3.4	84.9
3	Afigya-Kwabre	3.4	0.1	0.3	4.0	0.2	0.6	4.0	0.1	0.4	3.8	0.2	0.6	3.2	0.2	0.6	2.8	0.2	0.4	4.0	0.2	0.6	3.6	88.9
4	Ahafo Ano North	3.0	0.1	0.3	3.2	0.2	0.5	3.1	0.1	0.3	3.5	0.2	0.5	3.4	0.2	0.7	2.5	0.2	0.4	3.7	0.2	0.6	3.2	80.6
5	Ahafo Ano South	4.0	0.1	0.4	2.6	0.2	0.4	4.0	0.1	0.4	4.0	0.2	0.6	4.0	0.2	0.8	4.0	0.2	0.6	3.1	0.2	0.5	3.7	91.4
6	Amansie Central	4.0	0.1	0.4	4.0	0.2	0.6	4.0	0.1	0.4	3.5	0.2	0.5	4.0	0.2	0.8	3.1	0.2	0.5	3.4	0.2	0.5	3.7	92.5

No	Name of MMDA (AR)	KPA 1			KPA 2			KPA 3			KPA 4			KPA 5			KPA 6			KPA 7			Overall Rating for 7 KPAs (1-4)	Overall Rating for 7 KPAs (%)
		Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting	Over all Weight ed Rating		
1	2	3	4	5= 4*5	6.00	7	8= 7*8	90.00	10	11=10*11	13.00	12	13= 13*14	14.00	15	16 = 16*17	17.00	18	19= 19*20	20.00	21	22= 19*20	23=6+ 9+ 12+ 15+ 18+ 21	24= 22/4*100
7	Bekwai Municipal	3.6	0.1	0.4	4.0	0.2	0.6	2.6	0.1	0.3	4.0	0.2	0.6	3.8	0.2	0.8	4.0	0.2	0.6	4.0	0.2	0.6	3.8	94.4
8	Amansie West	2.8	0.1	0.3	4.0	0.2	0.6	4.0	0.1	0.4	3.5	0.2	0.5	3.2	0.2	0.6	2.1	0.2	0.3	3.1	0.2	0.5	3.2	80.6
9	Asante Akim Central Municipal	2.6	0.1	0.3	1.4	0.2	0.2	3.2	0.1	0.3	2.8	0.2	0.4	3.4	0.2	0.7	2.5	0.2	0.4	4.0	0.2	0.6	2.9	71.4
10	Asante Akim North	3.0	0.1	0.3	3.4	0.2	0.5	4.0	0.1	0.4	3.3	0.2	0.5	3.8	0.2	0.8	4.0	0.2	0.6	4.0	0.2	0.6	3.7	91.4
11	Asante Akim South	2.4	0.1	0.2	3.6	0.2	0.5	4.0	0.1	0.4	2.3	0.2	0.3	4.0	0.2	0.8	2.8	0.2	0.4	3.3	0.2	0.5	3.2	80.5
12	Atwima Kwanwoma	4.0	0.1	0.4	3.2	0.2	0.5	4.0	0.1	0.4	3.3	0.2	0.5	4.0	0.2	0.8	3.4	0.2	0.5	3.7	0.2	0.6	3.6	90.8
13	Atwima Mponua	2.2	0.1	0.2	3.2	0.2	0.5	2.8	0.1	0.3	3.0	0.2	0.5	1.6	0.2	0.3	2.0	0.2	0.3	2.4	0.2	0.4	2.4	60.1
14	Atwima Nwabiagya	3.2	0.1	0.3	4.0	0.2	0.6	4.0	0.1	0.4	3.5	0.2	0.5	3.6	0.2	0.7	3.7	0.2	0.6	3.4	0.2	0.5	3.6	90.8
15	Bosome Freho	2.4	0.1	0.2	2.6	0.2	0.4	4.0	0.1	0.4	2.8	0.2	0.4	3.0	0.2	0.6	3.7	0.2	0.6	4.0	0.2	0.6	3.2	79.8

No	Name of MMDA (AR)	KPA 1			KPA 2			KPA 3			KPA 4			KPA 5			KPA 6			KPA 7			Overall Rating for 7 KPAs (1-4)	Overall Rating for 7 KPAs (%)
		Actual Rating	Over all Weighting	Over all Weighted Rating	Actual Rating	Over all Weighting	Over all Weighted Rating	Actual Rating	Over all Weighting	Over all Weighted Rating	Actual Rating	Over all Weighting	Over all Weighted Rating	Actual Rating	Over all Weighting	Over all Weighted Rating	Actual Rating	Over all Weighting	Over all Weighted Rating	Actual Rating	Over all Weighting	Over all Weighted Rating		
1	2	3	4	5= 4*5	6.00	7	8= 7*8	90.00	10	11=10*11	13.00	12	13= 13*14	14.00	15	16= 16*17	17.00	18	19= 19*20	20.00	21	22= 19*20	23=6+ 9+ 12+ 15+ 18+ 21	24= 22/4*100
16	Bosomtwe	2.5	0.1	0.2	2.4	0.2	0.4	4.0	0.1	0.4	3.0	0.2	0.5	3.6	0.2	0.7	3.7	0.2	0.6	3.9	0.2	0.6	3.3	82.7
17	Ejisu-Juaben Municipal	1.1	0.1	0.1	3.4	0.2	0.5	3.6	0.1	0.4	3.3	0.2	0.5	3.0	0.2	0.6	2.8	0.2	0.4	4.0	0.2	0.6	3.1	77.2
18	Ejura Sekyeredumase Municipal	3.9	0.1	0.4	4.0	0.2	0.6	3.8	0.1	0.4	4.0	0.2	0.6	4.0	0.2	0.8	4.0	0.2	0.6	2.8	0.2	0.4	3.8	94.5
19	Kumasi Metropolitan	3.4	0.1	0.3	4.0	0.2	0.6	3.2	0.1	0.3	4.0	0.2	0.6	3.2	0.2	0.6	3.4	0.2	0.5	4.0	0.2	0.6	3.6	90.3
20	Asokore Mampong Municipal	4.0	0.1	0.4	4.0	0.2	0.6	4.0	0.1	0.4	4.0	0.2	0.6	4.0	0.2	0.8	4.0	0.2	0.6	4.0	0.2	0.6	4.0	100
21	Kwabre East	4.0	0.1	0.4	4.0	0.2	0.6	4.0	0.1	0.4	3.5	0.2	0.5	3.2	0.2	0.6	4.0	0.2	0.6	3.9	0.2	0.6	3.7	93.6
22	Mampong Municipal	2.9	0.1	0.3	3.8	0.2	0.6	3.6	0.1	0.4	3.5	0.2	0.5	3.6	0.2	0.7	1.6	0.2	0.2	3.4	0.2	0.5	3.2	80.3
23	Obuasi municipal	3.8	0.1	0.4	4.0	0.2	0.6	3.8	0.1	0.4	4.0	0.2	0.6	3.2	0.2	0.6	3.4	0.2	0.5	3.1	0.2	0.5	3.6	89.4
24	Offinso municipal	3.2	0.1	0.3	4.0	0.2	0.6	4.0	0.1	0.4	4.0	0.2	0.6	2.8	0.2	0.6	4.0	0.2	0.6	4.0	0.2	0.6	3.7	91.9

No	Name of MMDA (AR)	KPA 1			KPA 2			KPA 3			KPA 4			KPA 5			KPA 6			KPA 7			Overall Rating for 7 KPAs (1-4)	Overall Rating for 7 KPAs (%)
		Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting	Over all Weight ed Rating		
1	2	3	4	5= 4*5	6.00	7	8= 7*8	90.00	10	11=10*11	13.00	12	13= 13*14	14.00	15	16 = 16*17	17.00	18	19= 19*20	20.00	21	22= 19*20	23=6+ 9+ 12+ 15+ 18+ 21	24= 22/4*100
25	Offinso North	2.7	0.1	0.3	4.0	0.2	0.6	4.0	0.1	0.4	4.0	0.2	0.6	2.8	0.2	0.6	4.0	0.2	0.6	1.2	0.2	0.2	3.2	80.3
26	Sekyere Kumawu	1.7	0.1	0.2	3.0	0.2	0.5	3.8	0.1	0.4	2.0	0.2	0.3	3.2	0.2	0.6	2.5	0.2	0.4	3.7	0.2	0.6	2.9	71.6
27	Sekyere Afram Plains South	1.7	0.1	0.2	2.2	0.2	0.3	3.0	0.1	0.3	2.0	0.2	0.3	4.0	0.2	0.8	3.1	0.2	0.5	3.7	0.2	0.6	2.9	72.9
28	Sekyere Central	2.5	0.1	0.2	2.4	0.2	0.4	4.0	0.1	0.4	3.5	0.2	0.5	2.6	0.2	0.5	2.8	0.2	0.4	2.9	0.2	0.4	2.9	72.6
29	Sekyere East	2.5	0.1	0.2	2.6	0.2	0.4	4.0	0.1	0.4	4.0	0.2	0.6	4.0	0.2	0.8	4.0	0.2	0.6	4.0	0.2	0.6	3.6	90.9
30	Sekyere South	3.0	0.1	0.3	3.4	0.2	0.5	4.0	0.1	0.4	3.3	0.2	0.5	4.0	0.2	0.8	2.8	0.2	0.4	4.0	0.2	0.6	3.5	87.9

DETAILED CALCULATION - BRONG AHAFO REGION (BAR)

No	Name of MMDA (BAR)	KPA 1			KPA 2			KPA 3			KPA 4			KPA 5			KPA 6			KPA 7			Overall Rating for 7 KPAs (1-4)	Overall Rating for 7 KPAs (%)
		Actual Rating	Over all Weighting	Over all Weighted Rating	Actual Rating	Over all Weighting	Over all Weighted Rating	Actual Rating	Over all Weighting	Over all Weighted Rating	Actual Rating	Over all Weighting	Over all Weighted Rating	Actual Rating	Over all Weighting	Over all Weighted Rating	Actual Rating	Over all Weighting	Over all Weighted Rating	Actual Rating	Over all Weighting	Over all Weighted Rating	Actual Rating	Over all Weighting
1	2	3	4	5=4*5	6.00	7	8=7*8	90.00	10	11=10*11	13.00	12	13=13*14	14.00	15	16=16*17	17.00	18	19=19*20	20.00	21	22=19*20	23=6+9+12+15+18+21	24=22/4*100
1	Asunafo North Municipal	3.5	0.1	0.3	3.2	0.2	0.5	4.0	0.1	0.4	4.0	0.2	0.6	4.0	0.2	0.8	4.0	0.2	0.6	3.7	0.2	0.6	3.8	94.5
2	Asunafo South	3.1	0.1	0.3	3.2	0.2	0.5	3.8	0.1	0.4	3.3	0.2	0.5	2.6	0.2	0.5	1.9	0.2	0.3	4.0	0.2	0.6	3.1	76.4
3	Asutifi North	3.6	0.1	0.4	4.0	0.2	0.6	4.0	0.1	0.4	3.8	0.2	0.6	3.0	0.2	0.6	1.6	0.2	0.2	4.0	0.2	0.6	3.4	83.9
4	Asutifi South	3.3	0.1	0.3	3.9	0.2	0.6	4.0	0.1	0.4	3.3	0.2	0.5	3.0	0.2	0.6	2.8	0.2	0.4	4.0	0.2	0.6	3.4	85.6
5	Atebubu-Amantin	2.6	0.1	0.3	3.2	0.2	0.5	4.0	0.1	0.4	4.0	0.2	0.6	2.8	0.2	0.6	3.4	0.2	0.5	3.5	0.2	0.5	3.3	83.4
6	Berekum Municipal	3.4	0.1	0.3	3.6	0.2	0.5	4.0	0.1	0.4	4.0	0.2	0.6	3.4	0.2	0.7	2.5	0.2	0.4	4.0	0.2	0.6	3.5	88.4
7	Dormaa East	3.2	0.1	0.3	4.0	0.2	0.6	4.0	0.1	0.4	4.0	0.2	0.6	4.0	0.2	0.8	3.7	0.2	0.6	2.8	0.2	0.4	3.7	92.4

No	Name of MMDA (BAR)	KPA 1			KPA 2			KPA 3			KPA 4			KPA 5			KPA 6			KPA 7			Overall Rating for 7 KPAs (1-4)	Overall Rating for 7 KPAs (%)
		Actual Rating	Over all Weighting	Over all Weighted Rating	Actual Rating	Over all Weighting	Over all Weighted Rating	Actual Rating	Over all Weighting	Over all Weighted Rating	Actual Rating	Over all Weighting	Over all Weighted Rating	Actual Rating	Over all Weighting	Over all Weighted Rating	Actual Rating	Over all Weighting	Over all Weighted Rating	Actual Rating	Over all Weighting	Over all Weighted Rating	Actual Rating	Over all Weighting
1	2	3	4	5= 4*5	6.00	7	8= 7*8	90.00	10	11= 10*11	13.00	12	13= 13*14	14.00	15	16 = 16*17	17.00	18	19= 19*20	20.00	21	22= 19*20	23=6+ 9+ 12+ 15+ 18+ 21	24= 22/4*100
8	Dormaa Central Municipal	3.3	0.1	0.3	4.0	0.2	0.6	3.0	0.1	0.3	3.8	0.2	0.6	3.6	0.2	0.7	2.4	0.2	0.4	4.0	0.2	0.6	3.5	86.8
9	Dormaa West	2.2	0.1	0.2	4.0	0.2	0.6	3.0	0.1	0.3	3.8	0.2	0.6	2.4	0.2	0.5	2.4	0.2	0.4	4.0	0.2	0.6	3.1	78.1
10	Jaman North	3.3	0.1	0.3	4.0	0.2	0.6	3.8	0.1	0.4	4.0	0.2	0.6	3.8	0.2	0.8	2.0	0.2	0.3	3.4	0.2	0.5	3.5	87.0
11	Jaman South	3.0	0.1	0.3	3.6	0.2	0.5	3.0	0.1	0.3	3.0	0.2	0.5	2.2	0.2	0.4	2.2	0.2	0.3	1.7	0.2	0.3	2.6	65.4
12	Kintampo North Municipal	3.1	0.1	0.3	4.0	0.2	0.6	3.8	0.1	0.4	3.0	0.2	0.5	2.6	0.2	0.5	4.0	0.2	0.6	3.7	0.2	0.6	3.4	85.3
13	Kintampo South	2.9	0.1	0.3	3.6	0.2	0.5	3.5	0.1	0.4	3.3	0.2	0.5	1.4	0.2	0.3	3.4	0.2	0.5	3.4	0.2	0.5	3.0	74.2
14	Nkoranza North	3.3	0.1	0.3	2.4	0.2	0.4	3.6	0.1	0.4	1.0	0.2	0.2	4.0	0.2	0.8	4.0	0.2	0.6	3.0	0.2	0.5	3.1	76.3

No	Name of MMDA (BAR)	KPA 1			KPA 2			KPA 3			KPA 4			KPA 5			KPA 6			KPA 7			Overall Rating for 7 KPAs (1-4)	Overall Rating for 7 KPAs (%)
		Actual Rating	Over all Weighting	Over all Weighted Rating	Actual Rating	Over all Weighting	Over all Weighted Rating	Actual Rating	Over all Weighting	Over all Weighted Rating	Actual Rating	Over all Weighting	Over all Weighted Rating	Actual Rating	Over all Weighting	Over all Weighted Rating	Actual Rating	Over all Weighting	Over all Weighted Rating	Actual Rating	Over all Weighting	Over all Weighted Rating	Actual Rating	Over all Weighting
1	2	3	4	5= 4*5	6.00	7	8= 7*8	90.00	10	11= 10*11	13.00	12	13= 13*14	14.00	15	16 = 16*17	17.00	18	19= 19*20	20.00	21	22= 19*20	23=6+ 9+ 12+ 15+ 18+ 21	24= 22/4*100
15	Nkoranza South Municipal	3.4	0.1	0.3	3.2	0.2	0.5	4.0	0.1	0.4	3.5	0.2	0.5	2.8	0.2	0.6	2.8	0.2	0.4	2.4	0.2	0.4	3.1	77.1
16	Pru	2.5	0.1	0.3	2.4	0.2	0.4	3.4	0.1	0.3	3.0	0.2	0.5	3.2	0.2	0.6	3.1	0.2	0.5	3.7	0.2	0.6	3.1	76.5
17	Sene West	2.4	0.1	0.2	4.0	0.2	0.6	4.0	0.1	0.4	2.5	0.2	0.4	3.2	0.2	0.6	2.2	0.2	0.3	2.7	0.2	0.4	3.0	74.6
18	Sene East	3.5	0.1	0.3	2.6	0.2	0.4	4.0	0.1	0.4	2.0	0.2	0.3	2.8	0.2	0.6	2.8	0.2	0.4	3.1	0.2	0.5	2.9	71.8
19	Sunyani Municipal	3.6	0.1	0.4	3.2	0.2	0.5	4.0	0.1	0.4	4.0	0.2	0.6	3.8	0.2	0.8	4.0	0.2	0.6	3.4	0.2	0.5	3.7	92.8
20	Sunyani West	3.2	0.1	0.3	3.6	0.2	0.5	4.0	0.1	0.4	4.0	0.2	0.6	3.4	0.2	0.7	4.0	0.2	0.6	4.0	0.2	0.6	3.7	93.5
21	Tain	3.0	0.1	0.3	4.0	0.2	0.6	4.0	0.1	0.4	3.3	0.2	0.5	3.2	0.2	0.6	3.4	0.2	0.5	4.0	0.2	0.6	3.5	88.4
22	Banda	4.0	0.1	0.4	4.0	0.2	0.6	3.8	0.1	0.4	3.3	0.2	0.5	3.2	0.2	0.6	3.0	0.2	0.5	2.9	0.2	0.4	3.4	84.8

No	Name of MMDA (BAR)	KPA 1			KPA 2			KPA 3			KPA 4			KPA 5			KPA 6			KPA 7			Overall Rating for 7 KPAs (1-4)	Overall Rating for 7 KPAs (%)
		Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting
1	2	3	4	5= 4*5	6.00	7	8= 7*8	90.00	10	11= 10*11	13.00	12	13= 13*14	14.00	15	16 = 16*17	17.00	18	19= 19*20	20.00	21	22= 19*20	23=6+ 9+ 12+ 15+ 18+ 21	24= 22/4*100
23	Tano North	3.3	0.1	0.3	4.0	0.2	0.6	4.0	0.1	0.4	3.5	0.2	0.5	4.0	0.2	0.8	2.8	0.2	0.4	4.0	0.2	0.6	3.7	91.8
24	Tano South	3.9	0.1	0.4	2.8	0.2	0.4	4.0	0.1	0.4	3.0	0.2	0.5	3.6	0.2	0.7	1.6	0.2	0.2	3.2	0.2	0.5	3.1	77.4
25	Techiman Municipal	3.3	0.1	0.3	2.8	0.2	0.4	4.0	0.1	0.4	4.0	0.2	0.6	2.8	0.2	0.6	2.8	0.2	0.4	4.0	0.2	0.6	3.3	83.3
26	Techiman North	4.0	0.1	0.4	4.0	0.2	0.6	3.0	0.1	0.3	4.0	0.2	0.6	4.0	0.2	0.8	3.7	0.2	0.6	3.0	0.2	0.5	3.7	92.6
27	Wenchi Municipal	3.6	0.1	0.4	4.0	0.2	0.6	3.5	0.1	0.4	3.0	0.2	0.5	2.6	0.2	0.5	2.2	0.2	0.3	3.7	0.2	0.6	3.2	79.1

DETAILED CALCULATION - CENTRAL REGION (CR)

No	Name of MMDA (CR)	KPA 1			KPA 2			KPA 3			KPA 4			KPA 5			KPA 6			KPA 7			Overall Rating for 7 KPAs (1-4)	Overall Rating for 7 KPAs (%)
		Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting
1	2	3	4	5= 4*5	6.00	7	8= 7*8	9.00	10	11=10*11	13.00	12	13= 13*14	14.00	15	16= 16*17	17.00	18	19= 19*20	20.00	21	22= 19*20	23=6+ 9+ 12+ 15+ 18+ 21	24= 22/4*100
1	Abura Asebu Kwamankesse	3.2	0.1	0.3	4.0	0.2	0.6	4.0	0.1	0.4	3.3	0.2	0.5	2.8	0.2	0.6	2.4	0.2	0.4	3.4	0.2	0.5	3.2	80.9
2	Agona East	2.5	0.1	0.2	4.0	0.2	0.6	3.8	0.1	0.4	3.0	0.2	0.5	2.6	0.2	0.5	3.1	0.2	0.5	4.0	0.2	0.6	3.3	81.4
3	Agona West Municipal	4.0	0.1	0.4	4.0	0.2	0.6	4.0	0.1	0.4	4.0	0.2	0.6	3.2	0.2	0.6	3.4	0.2	0.5	3.6	0.2	0.5	3.7	92.3
4	Ajumako-Enyan-Essiam	3.5	0.1	0.3	4.0	0.2	0.6	4.0	0.1	0.4	2.3	0.2	0.3	3.4	0.2	0.7	3.3	0.2	0.5	3.2	0.2	0.5	3.3	83.3
5	Asikuma Odoben Brakwa	3.6	0.1	0.4	4.0	0.2	0.6	4.0	0.1	0.4	3.0	0.2	0.5	3.6	0.2	0.7	3.1	0.2	0.5	3.1	0.2	0.5	3.5	86.5
6	Assin North Municipal	2.4	0.1	0.2	4.0	0.2	0.6	3.1	0.1	0.3	1.8	0.2	0.3	4.0	0.2	0.8	2.1	0.2	0.3	2.6	0.2	0.4	2.9	72.9
7	Assin South	3.3	0.1	0.3	4.0	0.2	0.6	3.8	0.1	0.4	3.5	0.2	0.5	3.2	0.2	0.6	3.7	0.2	0.6	2.6	0.2	0.4	3.4	85.4

No	Name of MMDA (CR)	KPA 1			KPA 2			KPA 3			KPA 4			KPA 5			KPA 6			KPA 7			Overall Rating for 7 KPAs (1-4)	Overall Rating for 7 KPAs (%)
		Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting
1	2	3	4	5=4*5	6.00	7	8=7*8	90.00	10	11=10*11	13.00	12	13= 13*14	14.00	15	16 = 16*17	17.00	18	19= 19*20	20.00	21	22= 19*20	23=6+ 9+ 12+ 15+ 18+ 21	24= 22/4*100
8	Awutu Senya	2.9	0.1	0.3	2.8	0.2	0.4	3.8	0.1	0.4	4.0	0.2	0.6	2.0	0.2	0.4	2.1	0.2	0.3	2.8	0.2	0.4	2.8	70.6
9	Awutu Senya East Municipal	3.0	0.1	0.3	4.0	0.2	0.6	4.0	0.1	0.4	2.3	0.2	0.3	1.6	0.2	0.3	3.1	0.2	0.5	2.8	0.2	0.4	2.8	71.1
10	Cape Coast Metropolitan	3.0	0.1	0.3	4.0	0.2	0.6	4.0	0.1	0.4	3.3	0.2	0.5	2.8	0.2	0.6	2.7	0.2	0.4	3.4	0.2	0.5	3.3	81.4
11	Efutu Municipal	2.8	0.1	0.3	3.0	0.2	0.5	4.0	0.1	0.4	3.5	0.2	0.5	2.8	0.2	0.6	2.6	0.2	0.4	4.0	0.2	0.6	3.2	80.1
12	Gomoa East	3.2	0.1	0.3	4.0	0.2	0.6	4.0	0.1	0.4	3.5	0.2	0.5	3.0	0.2	0.6	1.6	0.2	0.2	3.4	0.2	0.5	3.2	79.8
13	Gomoa West	3.2	0.1	0.3	4.0	0.2	0.6	4.0	0.1	0.4	2.5	0.2	0.4	2.8	0.2	0.6	2.8	0.2	0.4	3.1	0.2	0.5	3.1	78.4
14	Komenda Edina Eguafu Abirem Municipal	3.5	0.1	0.4	4.0	0.2	0.6	4.0	0.1	0.4	1.8	0.2	0.3	4.0	0.2	0.8	3.7	0.2	0.6	3.2	0.2	0.5	3.4	86.2
15	Mfantseman Municipal	3.5	0.1	0.4	3.4	0.2	0.5	3.5	0.1	0.4	2.8	0.2	0.4	3.0	0.2	0.6	2.8	0.2	0.4	3.8	0.2	0.6	3.2	80.3
16	Ekumfi	1.8	0.1	0.2	4.0	0.2	0.6	3.6	0.1	0.4	2.0	0.2	0.3	4.0	0.2	0.8	3.3	0.2	0.5	4.0	0.2	0.6	3.3	83.3

No	Name of MMDA (CR)	KPA 1			KPA 2			KPA 3			KPA 4			KPA 5			KPA 6			KPA 7			Overall Rating for 7 KPAs (1-4)	Overall Rating for 7 KPAs (%)
		Actual Rating	Over all Weighting	Over all Weighted Rating	Actual Rating	Over all Weighting	Over all Weighted Rating	Actual Rating	Over all Weighting	Over all Weighted Rating	Actual Rating	Over all Weighting	Over all Weighted Rating	Actual Rating	Over all Weighting	Over all Weighted Rating	Actual Rating	Over all Weighting	Over all Weighted Rating	Actual Rating	Over all Weighting	Over all Weighted Rating	Actual Rating	Over all Weighting
1	2	3	4	5=4*5	6.00	7	8=7*8	90.00	10	11=10*11	13.00	12	13=13*14	14.00	15	16=16*17	17.00	18	19=19*20	20.00	21	22=19*20	23=6+9+12+15+18+21	24=22/4*100
17	Twifo Ati-Morkwa	2.9	0.1	0.3	3.8	0.2	0.6	2.7	0.1	0.3	2.5	0.2	0.4	3.4	0.2	0.7	0.0	0.2	0.0	3.8	0.2	0.6	2.8	68.9
18	Twifo Hemang Lower Denkyira	3.4	0.1	0.3	2.6	0.2	0.4	4.0	0.1	0.4	2.5	0.2	0.4	3.2	0.2	0.6	2.4	0.2	0.4	3.7	0.2	0.5	3.1	76.3
19	Upper Denkyira East Municipal	2.6	0.1	0.3	1.4	0.2	0.2	3.8	0.1	0.4	2.3	0.2	0.3	2.6	0.2	0.5	2.8	0.2	0.4	3.3	0.2	0.5	2.6	65.4
20	Upper Denkyira West	2.9	0.1	0.3	3.6	0.2	0.5	4.0	0.1	0.4	3.3	0.2	0.5	3.0	0.2	0.6	2.5	0.2	0.4	3.2	0.2	0.5	3.2	79.3

DETAILED CALCULATION - EASTERN REGION (ER)

No	Name of MMDA (ER)	KPA 1			KPA 2			KPA 3			KPA 4			KPA 5			KPA 6			KPA 7			Overall Rating for 7 KPAs (1-4)	Overall Rating for 7 KPAs (%)
		Actual Rating	Over all Weighting	Over all Weighted Rating	Actual Rating	Over all Weighting	Over all Weighted Rating	Actual Rating	Over all Weighting	Over all Weighted Rating	Actual Rating	Over all Weighting	Over all Weighted Rating	Actual Rating	Over all Weighting	Over all Weighted Rating	Actual Rating	Over all Weighting	Over all Weighted Rating	Actual Rating	Over all Weighting	Over all Weighted Rating	Actual Rating	Over all Weighting
1	2	3	4	5= 4*5	6.00	7	8= 7*8	90.00	10	11=10*11	13.00	12	13= 13*14	14.00	15	16 = 16*17	17.00	18	19= 19*20	20.00	21	22= 19*20	23=6+ 9+ 12+ 15+ 18+ 21	24= 22/4*100
1	Akwapim North Municipal	2.8	0.1	0.3	4.0	0.2	0.6	2.6	0.1	0.3	3.5	0.2	0.5	3.6	0.2	0.7	2.4	0.2	0.4	3.1	0.2	0.5	3.2	80.3
2	Nsawam-Adoagyiri Municipal	1.9	0.1	0.2	4.0	0.2	0.6	3.5	0.1	0.4	4.0	0.2	0.6	3.0	0.2	0.6	0	0.2	0	3.4	0.2	0.5	2.8	71.1
3	Akwapim South	2.3	0.1	0.2	3.6	0.2	0.5	3.0	0.1	0.3	3.0	0.2	0.5	2.6	0.2	0.5	2.0	0.2	0.3	3.7	0.2	0.6	2.9	72.4
4	Akyemansa	1.1	0.1	0.1	1.0	0.2	0.2	3.0	0.1	0.3	3.8	0.2	0.6	2.8	0.2	0.6	2.8	0.2	0.4	3.4	0.2	0.5	2.6	65.3
5	Asuogyaman	2.2	0.1	0.2	3.8	0.2	0.6	2.3	0.1	0.2	3.5	0.2	0.5	3.2	0.2	0.6	2.8	0.2	0.4	4.0	0.2	0.6	3.2	80.1
6	Atiwa	2.2	0.1	0.2	3.8	0.2	0.6	3.5	0.1	0.4	4.0	0.2	0.6	2.8	0.2	0.6	2.5	0.2	0.4	3.2	0.2	0.5	3.2	78.9
7	Birim Central Municipal	2.0	0.1	0.2	4.0	0.2	0.6	3.0	0.1	0.3	2.0	0.2	0.3	3.4	0.2	0.7	2.8	0.2	0.4	2.8	0.2	0.4	2.9	72.7

No	Name of MMDA (ER)	KPA 1			KPA 2			KPA 3			KPA 4			KPA 5			KPA 6			KPA 7			Overall Rating for 7 KPAs (1-4)	Overall Rating for 7 KPAs (%)
		Actual Rating	Over all Weighting	Over all Weighted Rating	Actual Rating	Over all Weighting	Over all Weighted Rating	Actual Rating	Over all Weighting	Over all Weighted Rating	Actual Rating	Over all Weighting	Over all Weighted Rating	Actual Rating	Over all Weighting	Over all Weighted Rating	Actual Rating	Over all Weighting	Over all Weighted Rating	Actual Rating	Over all Weighting	Over all Weighted Rating	Actual Rating	Over all Weighting
1	2	3	4	5=4*5	6.00	7	8=7*8	90.00	10	11=10*11	13.00	12	13=13*14	14.00	15	16=16*17	17.00	18	19=19*20	20.00	21	22=19*20	23=6+9+12+15+18+21	24=22/4*100
8	Birim North	2.1	0.1	0.2	3.4	0.2	0.5	3.5	0.1	0.4	2.5	0.2	0.4	2.6	0.2	0.5	2.0	0.2	0.3	3.7	0.2	0.6	2.8	70.5
9	Birim South	1.6	0.1	0.2	4.0	0.2	0.6	2.6	0.1	0.3	2.3	0.2	0.3	4.0	0.2	0.8	4.0	0.2	0.6	3.4	0.2	0.5	3.3	81.6
10	East Akim Municipal	2.6	0.1	0.3	3.0	0.2	0.5	1.9	0.1	0.2	4.0	0.2	0.6	2.6	0.2	0.5	2.4	0.2	0.4	4.0	0.2	0.6	3.0	74.5
11	Fanteakwa	2.0	0.1	0.2	2.4	0.2	0.4	1.8	0.1	0.2	2.0	0.2	0.3	3.2	0.2	0.6	1.8	0.2	0.3	4.0	0.2	0.6	2.6	63.8
12	Kwaebibirem	2.9	0.1	0.3	3.2	0.2	0.5	3.2	0.1	0.3	4.0	0.2	0.6	2.6	0.2	0.5	2.5	0.2	0.4	3.7	0.2	0.6	3.1	78.4
13	Denkyembour	3.4	0.1	0.3	3.6	0.2	0.5	4.0	0.1	0.4	4.0	0.2	0.6	3.0	0.2	0.6	2.8	0.2	0.4	2.7	0.2	0.4	3.3	82.4
14	Kwahu East	2.6	0.1	0.3	3.4	0.2	0.5	1.8	0.1	0.2	4.0	0.2	0.6	2.8	0.2	0.6	3.3	0.2	0.5	4.0	0.2	0.6	3.2	80.1
15	Kwahu Afram Plains North	2.8	0.1	0.3	4.0	0.2	0.6	1.5	0.1	0.2	4.0	0.2	0.6	2.6	0.2	0.5	3.6	0.2	0.5	3.4	0.2	0.5	3.2	79.9

No	Name of MMDA (ER)	KPA 1			KPA 2			KPA 3			KPA 4			KPA 5			KPA 6			KPA 7			Overall Rating for 7 KPAs (1-4)	Overall Rating for 7 KPAs (%)
		Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting
1	2	3	4	5= 4*5	6.00	7	8= 7*8	90.00	10	11= 10*11	13.00	12	13= 13*14	14.00	15	16 = 16*17	17.00	18	19= 19*20	20.00	21	22= 19*20	23=6+ 9+ 12+ 15+ 18+ 21	24= 22/4*100
16	Kwahu Afram Plains South	2.5	0.1	0.3	4.0	0.2	0.6	1.3	0.1	0.1	3.3	0.2	0.5	2.6	0.2	0.5	3.1	0.2	0.5	4.0	0.2	0.6	3.1	76.3
17	Kwahu South	1.9	0.1	0.2	3.4	0.2	0.5	3.0	0.1	0.3	3.5	0.2	0.5	3.2	0.2	0.6	4.0	0.2	0.6	4.0	0.2	0.6	3.4	84.1
18	Kwahu West Municipal	3.3	0.1	0.3	4.0	0.2	0.6	2.5	0.1	0.3	4.0	0.2	0.6	3.6	0.2	0.7	2.1	0.2	0.3	4.0	0.2	0.6	3.4	85.4
19	Lower Manya Krobo Municipal	2.5	0.1	0.3	4.0	0.2	0.6	4.0	0.1	0.4	4.0	0.2	0.6	3.4	0.2	0.7	1.7	0.2	0.3	4.0	0.2	0.6	3.4	84.6
20	New Juaben Municipal	1.8	0.1	0.2	3.8	0.2	0.6	1.8	0.1	0.2	2.8	0.2	0.4	2.2	0.2	0.4	1.6	0.2	0.2	2.9	0.2	0.4	2.5	61.3
21	Suhum Municipal	0.9	0.1	0.1	1.6	0.2	0.2	1.8	0.1	0.2	2.8	0.2	0.4	2.2	0.2	0.4	1.6	0.2	0.2	2.9	0.2	0.4	2.0	50.9
22	Ayensuano	0.9	0.1	0.1	3.6	0.2	0.5	3.0	0.1	0.3	1.5	0.2	0.2	3.0	0.2	0.6	1.6	0.2	0.2	2.5	0.2	0.4	2.4	59.3
23	Upper Manya Krobo	1.6	0.1	0.2	1.8	0.2	0.3	3.0	0.1	0.3	1.8	0.2	0.3	2.6	0.2	0.5	2.2	0.2	0.3	2.5	0.2	0.4	2.2	55.3
24	West Akim Municipal	3.4	0.1	0.3	3.6	0.2	0.5	3.0	0.1	0.3	3.3	0.2	0.5	3.8	0.2	0.8	2.5	0.2	0.4	3.7	0.2	0.6	3.4	83.8

No	Name of MMDA (ER)	KPA 1			KPA 2			KPA 3			KPA 4			KPA 5			KPA 6			KPA 7			Overall Rating for 7 KPAs (1-4)	Overall Rating for 7 KPAs (%)
		Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting
1	2	3	4	5= 4*5	6.00	7	8= 7*8	90.00	10	11=10*11	13.00	12	13= 13*14	14.00	15	16 = 16*17	17.00	18	19= 19*20	20.00	21	22= 19*20	23=6+ 9+ 12+ 15+ 18+ 21	24= 22/4*100
25	Upper West Akim	2.4	0.1	0.2	3.0	0.2	0.5	3.0	0.1	0.3	1.3	0.2	0.2	3.8	0.2	0.8	2.5	0.2	0.4	3.7	0.2	0.6	2.9	71.6
26	Yilo Krobo Municipal	1.4	0.1	0.1	2.8	0.2	0.4	4.0	0.1	0.4	1.0	0.2	0.2	3.2	0.2	0.6	1.4	0.2	0.2	3.4	0.2	0.5	2.5	61.6

DETAILED CALCULATION - GREATER ACCRA REGION (GAR)

No	Name of MMDA (GAR)	KPA 1			KPA 2			KPA 3			KPA 4			KPA 5			KPA 6			KPA 7			Overall Rating for 7 KPAs (1-4)	Overall Rating for 7 KPAs (%)
		Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting
1	2	3	4	5= 4*5	6.00	7	8= 7*8	90.00	10	11=10*11	13.00	12	13= 13*14	14.00	15	16 = 16*17	17.00	18	19= 19*20	20.00	21	22= 19*20	23=6+ 9+ 12+ 15+ 18+ 21	24= 22/4*100
1	Accra Metropolitan	2.6	0.1	0.3	3.2	0.2	0.5	2.5	0.1	0.3	2.8	0.2	0.4	3.2	0.2	0.6	4.0	0.2	0.6	4.0	0.2	0.6	3.2	80.9
2	La Dade-Kotopon Municipal	3.6	0.1	0.4	3.6	0.2	0.5	3.8	0.1	0.4	4.0	0.2	0.6	2.8	0.2	0.6	2.8	0.2	0.4	3.7	0.2	0.6	3.4	85.3
3	Adentan Municipal	3.6	0.1	0.4	4.0	0.2	0.6	4.0	0.1	0.4	4.0	0.2	0.6	3.6	0.2	0.7	3.4	0.2	0.5	4.0	0.2	0.6	3.8	94.8
4	Ashaiman Municipal	3.8	0.1	0.4	3.6	0.2	0.5	3.8	0.1	0.4	4.0	0.2	0.6	3.6	0.2	0.7	3.0	0.2	0.5	4.0	0.2	0.6	3.7	91.6
5	Ada East	3.6	0.1	0.4	4.0	0.2	0.6	3.8	0.1	0.4	3.8	0.2	0.6	3.8	0.2	0.8	3.7	0.2	0.6	3.6	0.2	0.5	3.7	93.6
6	Ada West	3.2	0.1	0.3	3.2	0.2	0.5	2.7	0.1	0.3	3.3	0.2	0.5	2.6	0.2	0.5	2.0	0.2	0.3	3.0	0.2	0.5	2.8	70.7
7	Shai-Osudoku	3.2	0.1	0.3	3.8	0.2	0.6	3.5	0.1	0.4	4.0	0.2	0.6	3.0	0.2	0.6	3.4	0.2	0.5	4.0	0.2	0.6	3.6	88.8

No	Name of MMDA (GAR)	KPA 1			KPA 2			KPA 3			KPA 4			KPA 5			KPA 6			KPA 7			Overall Rating for 7 KPAs (1-4)	Overall Rating for 7 KPAs (%)
		Actual Rating	Over all Weighting	Over all Weighted Rating	Actual Rating	Over all Weighting	Over all Weighted Rating	Actual Rating	Over all Weighting	Over all Weighted Rating	Actual Rating	Over all Weighting	Over all Weighted Rating	Actual Rating	Over all Weighting	Over all Weighted Rating	Actual Rating	Over all Weighting	Over all Weighted Rating	Actual Rating	Over all Weighting	Over all Weighted Rating	Actual Rating	Over all Weighting
1	2	3	4	5=4*5	6.00	7	8=7*8	90.00	10	11=10*11	13.00	12	13=13*14	14.00	15	16=16*17	17.00	18	19=19*20	20.00	21	22=19*20	23=6+9+12+15+18+21	24=22/4*100
8	Ningo-Prampram	2.1	0.1	0.2	3.6	0.2	0.5	3.5	0.1	0.4	3.8	0.2	0.6	2.0	0.2	0.4	4.0	0.2	0.6	3.4	0.2	0.5	3.2	79.3
9	Ga East Municipal	3.1	0.1	0.3	4.0	0.2	0.6	3.4	0.1	0.3	4.0	0.2	0.6	3.6	0.2	0.7	2.5	0.2	0.4	4.0	0.2	0.6	3.5	88.6
10	La Nkwantanang-Madina Municipal	3.5	0.1	0.4	4.0	0.2	0.6	4.0	0.1	0.4	4.0	0.2	0.6	2.0	0.2	0.4	2.0	0.2	0.3	3.7	0.2	0.6	3.2	80.1
11	Ga West Municipal	2.7	0.1	0.3	3.6	0.2	0.5	2.7	0.1	0.3	4.0	0.2	0.6	1.2	0.2	0.2	1.9	0.2	0.3	3.7	0.2	0.6	2.8	69.0
12	Ledzokuku-Krowor Municipal	3.6	0.1	0.4	3.8	0.2	0.6	3.5	0.1	0.4	4.0	0.2	0.6	2.0	0.2	0.4	2.2	0.2	0.3	4.0	0.2	0.6	3.2	80.1
13	Tema Metropolitan	4.0	0.1	0.4	4.0	0.2	0.6	3.9	0.1	0.4	3.8	0.2	0.6	3.8	0.2	0.8	3.6	0.2	0.5	4.0	0.2	0.6	3.9	96.3
14	Kpone Katamanso	3.1	0.1	0.3	4.0	0.2	0.6	4.0	0.1	0.4	2.5	0.2	0.4	3.0	0.2	0.6	2.4	0.2	0.4	4.0	0.2	0.6	3.2	81.1

No	Name of MMDA (GAR)	KPA 1			KPA 2			KPA 3			KPA 4			KPA 5			KPA 6			KPA 7			Overall Rating for 7 KPAs (1-4)	Overall Rating for 7 KPAs (%)
		Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting
1	2	3	4	5= 4*5	6.00	7	8= 7*8	90.00	10	11=10*11	13.00	12	13= 13*14	14.00	15	16 = 16*17	17.00	18	19= 19*20	20.00	21	22= 19*20	23=6+ 9+ 12+ 15+ 18+ 21	24= 22/4*100
15	Ga South Municipal	3.3	0.1	0.3	3.8	0.2	0.6	3.2	0.1	0.3	3.8	0.2	0.6	3.6	0.2	0.7	3.2	0.2	0.5	3.0	0.2	0.4	3.4	85.6
16	Ga Central Municipal	2.8	0.1	0.3	3.0	0.2	0.5	2.9	0.1	0.3	2.5	0.2	0.4	4.0	0.2	0.8	4.0	0.2	0.6	3.7	0.2	0.6	3.4	83.8

DETAILED CALCULATION - NORTHERN REGION (NR)

No	Name of MMDA (NR)	KPA 1			KPA 2			KPA 3			KPA 4			KPA 5			KPA 6			KPA 7			Overall Rating for 7 KPAs (1-4)	Overall Rating for 7 KPAs (%)
		Actual Rating	Over all Weighting	Over all Weighted Rating	Actual Rating	Over all Weighting	Over all Weighted Rating	Actual Rating	Over all Weighting	Over all Weighted Rating	Actual Rating	Over all Weighting	Over all Weighted Rating	Actual Rating	Over all Weighting	Over all Weighted Rating	Actual Rating	Over all Weighting	Over all Weighted Rating	Actual Rating	Over all Weighting	Over all Weighted Rating	Actual Rating	Over all Weighting
1	2	3	4	5= 4*5	6.00	7	8= 7*8	90.00	10	11=10*11	13.00	12	13= 13*14	14.00	15	16 = 16*17	17.00	18	19= 19*20	20.00	21	22= 19*20	23=6+ 9+ 12+ 15+ 18+ 21	24= 22/4*100
1	Bole	2.7	0.1	0.3	2.2	0.2	0.3	3.2	0.1	0.3	1.3	0.2	0.2	1.6	0.2	0.3	0.0	0.2	0.0	3.4	0.2	0.5	1.9	48.4
2	Bunkpurugu-Yunyoo	1.9	0.1	0.2	3.0	0.2	0.5	2.6	0.1	0.3	1.8	0.2	0.3	2.4	0.2	0.5	2.1	0.2	0.3	2.8	0.2	0.4	2.4	59.3
3	Central Gonja	3.0	0.1	0.3	2.4	0.2	0.4	4.0	0.1	0.4	2.8	0.2	0.4	0.0	0.2	0.0	2.5	0.2	0.4	3.3	0.2	0.5	2.3	58.4
4	Chereponi	2.5	0.1	0.3	3.6	0.2	0.5	3.3	0.1	0.3	1.0	0.2	0.2	1.2	0.2	0.2	2.5	0.2	0.4	3.7	0.2	0.6	2.4	60.9
5	East Gonja	1.9	0.1	0.2	4.0	0.2	0.6	3.0	0.1	0.3	3.0	0.2	0.5	2.2	0.2	0.4	4.0	0.2	0.6	4.0	0.2	0.6	3.2	79.5
6	East Mamprusi	3.3	0.1	0.3	2.6	0.2	0.4	3.9	0.1	0.4	3.8	0.2	0.6	3.6	0.2	0.7	3.4	0.2	0.5	2.9	0.2	0.4	3.3	83.1
7	Gushiegu	2.5	0.1	0.3	3.8	0.2	0.6	3.2	0.1	0.3	1.5	0.2	0.2	3.2	0.2	0.6	2.8	0.2	0.4	3.4	0.2	0.5	2.9	73.4

No	Name of MMDA (NR)	KPA 1			KPA 2			KPA 3			KPA 4			KPA 5			KPA 6			KPA 7			Overall Rating for 7 KPAs (1-4)	Overall Rating for 7 KPAs (%)
		Actual Rating	Over all Weighting	Over all Weighted Rating	Actual Rating	Over all Weighting	Over all Weighted Rating	Actual Rating	Over all Weighting	Over all Weighted Rating	Actual Rating	Over all Weighting	Over all Weighted Rating	Actual Rating	Over all Weighting	Over all Weighted Rating	Actual Rating	Over all Weighting	Over all Weighted Rating	Actual Rating	Over all Weighting	Over all Weighted Rating	Actual Rating	Over all Weighting
1	2	3	4	5=4*5	6.00	7	8=7*8	90.00	10	11=10*11	13.00	12	13=13*14	14.00	15	16=16*17	17.00	18	19=19*20	20.00	21	22=19*20	23=6+9+12+15+18+21	24=22/4*100
8	Karaga	2.5	0.1	0.3	2.8	0.2	0.4	3.5	0.1	0.4	0.8	0.2	0.1	1.6	0.2	0.3	2.2	0.2	0.3	3.4	0.2	0.5	2.3	57.3
9	Kpandai	2.5	0.1	0.2	2.0	0.2	0.3	3.1	0.1	0.3	2.5	0.2	0.4	2.0	0.2	0.4	2.5	0.2	0.4	3.4	0.2	0.5	2.5	62.9
10	Nanumba North	2.1	0.1	0.2	1.8	0.2	0.3	2.7	0.1	0.3	2.0	0.2	0.3	3.4	0.2	0.7	2.2	0.2	0.3	3.7	0.2	0.6	2.6	65.3
11	Nanumba South	3.0	0.1	0.3	3.6	0.2	0.5	2.0	0.1	0.2	2.0	0.2	0.3	3.6	0.2	0.7	2.5	0.2	0.4	4.0	0.2	0.6	3.0	75.9
12	Saboba	2.2	0.1	0.2	3.4	0.2	0.5	3.6	0.1	0.4	2.3	0.2	0.3	3.2	0.2	0.6	1.6	0.2	0.2	3.4	0.2	0.5	2.8	70.4
13	Savelugu Nanton Municipal	1.8	0.1	0.2	2.0	0.2	0.3	3.8	0.1	0.4	3.8	0.2	0.6	2.0	0.2	0.4	1.4	0.2	0.2	3.0	0.2	0.4	2.5	61.8
14	Sawla-Tuna-Kalba	2.5	0.1	0.2	1.7	0.2	0.3	4.0	0.1	0.4	2.5	0.2	0.4	0.2	0.2	0.0	2.8	0.2	0.4	3.0	0.2	0.5	2.2	54.6

No	Name of MMDA (NR)	KPA 1			KPA 2			KPA 3			KPA 4			KPA 5			KPA 6			KPA 7			Overall Rating for 7 KPAs (1-4)	Overall Rating for 7 KPAs (%)
		Actual Rating	Over all Weighting	Over all Weighted Rating	Actual Rating	Over all Weighting	Over all Weighted Rating	Actual Rating	Over all Weighting	Over all Weighted Rating	Actual Rating	Over all Weighting	Over all Weighted Rating	Actual Rating	Over all Weighting	Over all Weighted Rating	Actual Rating	Over all Weighting	Over all Weighted Rating	Actual Rating	Over all Weighting	Over all Weighted Rating	Actual Rating	Over all Weighting
1	2	3	4	5=4*5	6.00	7	8=7*8	90.00	10	11=10*11	13.00	12	13=13*14	14.00	15	16=16*17	17.00	18	19=19*20	20.00	21	22=19*20	23=6+9+12+15+18+21	24=22/4*100
15	Tamale Metropolitan	3.3	0.1	0.3	2.0	0.2	0.3	3.5	0.1	0.4	2.3	0.2	0.3	1.2	0.2	0.2	2.2	0.2	0.3	2.9	0.2	0.4	2.3	57.8
16	Sagnerigu	3.3	0.1	0.3	2.4	0.2	0.4	3.9	0.1	0.4	3.3	0.2	0.5	1.6	0.2	0.3	2.4	0.2	0.4	3.4	0.2	0.5	2.8	68.8
17	Tolon	1.6	0.1	0.2	2.6	0.2	0.4	4.0	0.1	0.4	3.0	0.2	0.5	2.4	0.2	0.5	2.2	0.2	0.3	3.2	0.2	0.5	2.7	67.3
18	Kumbungu	2.2	0.1	0.2	3.2	0.2	0.5	3.5	0.1	0.4	1.5	0.2	0.2	2.0	0.2	0.4	2.8	0.2	0.4	3.3	0.2	0.5	2.6	64.6
19	West Gonja	2.5	0.1	0.3	3.6	0.2	0.5	4.0	0.1	0.4	1.8	0.2	0.3	0.6	0.2	0.1	2.5	0.2	0.4	3.4	0.2	0.5	2.5	61.4
20	North Gonja	2.0	0.1	0.2	2.0	0.2	0.3	4.0	0.1	0.4	1.3	0.2	0.2	0.4	0.2	0.1	2.2	0.2	0.3	1.7	0.2	0.3	1.8	43.8
21	West Mamprusi	1.7	0.1	0.2	1.1	0.2	0.2	3.9	0.1	0.4	1.8	0.2	0.3	1.2	0.2	0.2	2.8	0.2	0.4	3.5	0.2	0.5	2.2	54.1
22	Mamprugu-Moagduri	2.2	0.1	0.2	1.8	0.2	0.3	4.0	0.1	0.4	1.8	0.2	0.3	1.8	0.2	0.4	2.8	0.2	0.4	3.1	0.2	0.5	2.4	59.8
23	Yendi Municipal	2.7	0.1	0.3	3.0	0.2	0.5	4.0	0.1	0.4	2.5	0.2	0.4	3.2	0.2	0.6	2.8	0.2	0.4	3.2	0.2	0.5	3.0	75.9

No	Name of MMDA (NR)	KPA 1			KPA 2			KPA 3			KPA 4			KPA 5			KPA 6			KPA 7			Overall Rating for 7 KPAs (1-4)	Overall Rating for 7 KPAs (%)
		Actual Rating	Over all Weighting	Over all Weighted Rating	Actual Rating	Over all Weighting	Over all Weighted Rating	Actual Rating	Over all Weighting	Over all Weighted Rating	Actual Rating	Over all Weighting	Over all Weighted Rating	Actual Rating	Over all Weighting	Over all Weighted Rating	Actual Rating	Over all Weighting	Over all Weighted Rating	Actual Rating	Over all Weighting	Over all Weighted Rating	Actual Rating	Over all Weighting
1	2	3	4	5= 4*5	6.00	7	8= 7*8	90.00	10	11=10*11	13.00	12	13= 13*14	14.00	15	16 = 16*17	17.00	18	19= 19*20	20.00	21	22= 19*20	23=6+ 9+ 12+ 15+ 18+ 21	24= 22/4*100
24	Mion	3.0	0.1	0.3	4.0	0.2	0.6	3.3	0.1	0.3	2.3	0.2	0.3	2.6	0.2	0.5	1.4	0.2	0.2	4.0	0.2	0.6	2.9	72.3
25	Zabzugu	2.5	0.1	0.3	3.0	0.2	0.5	4.0	0.1	0.4	2.8	0.2	0.4	1.6	0.2	0.3	2.8	0.2	0.4	3.7	0.2	0.6	2.8	70.2
26	Tatale Sanguli	1.4	0.1	0.1	1.8	0.2	0.3	3.1	0.1	0.3	1.8	0.2	0.3	0.8	0.2	0.2	2.8	0.2	0.4	3.4	0.2	0.5	2.1	51.8

DETAILED CALCULATION - UPPER EAST REGION (UER)

No	Name of MMDA (UER)	KPA 1			KPA 2			KPA 3			KPA 4			KPA 5			KPA 6			KPA 7			Overall Rating for 7 KPAs (1-4)	Overall Rating for 7 KPAs (%)
		Actual Rating	Over all Weighting	Over all Weighted Rating	Actual Rating	Over all Weighting	Over all Weighted Rating	Actual Rating	Over all Weighting	Over all Weighted Rating	Actual Rating	Over all Weighting	Over all Weighted Rating	Actual Rating	Over all Weighting	Over all Weighted Rating	Actual Rating	Over all Weighting	Over all Weighted Rating	Actual Rating	Over all Weighting	Over all Weighted Rating	Actual Rating	Over all Weighting
1	2	3	4	5= 4*5	6.00	7	8= 7*8	9.00	10	11=10*11	13.00	12	13= 13*14	14.00	15	16= 16*17	17.00	18	19= 19*20	20.00	21	22= 19*20	23=6+ 9+ 12+ 15+ 18+ 21	24= 22/4*100
1	Bawku Municipal	3.5	0.1	0.3	3.0	0.2	0.5	3.8	0.1	0.4	3.0	0.2	0.5	3.2	0.2	0.6	1.6	0.2	0.2	3.8	0.2	0.6	3.1	76.8
2	Pusiga	3.7	0.1	0.4	3.9	0.2	0.6	3.8	0.1	0.4	3.8	0.2	0.6	2.8	0.2	0.6	1.8	0.2	0.3	3.3	0.2	0.5	3.2	80.6
3	Binduri	3.1	0.1	0.3	2.8	0.2	0.4	4.0	0.1	0.4	2.8	0.2	0.4	2.8	0.2	0.6	1.9	0.2	0.3	3.1	0.2	0.5	2.8	71.2
4	Bawku West	3.1	0.1	0.3	3.8	0.2	0.6	3.4	0.1	0.3	3.8	0.2	0.6	3.8	0.2	0.8	3.7	0.2	0.6	3.8	0.2	0.6	3.7	91.7
5	Bolgatanga Municipal	2.9	0.1	0.3	4.0	0.2	0.6	3.6	0.1	0.4	3.8	0.2	0.6	3.2	0.2	0.6	3.2	0.2	0.5	3.4	0.2	0.5	3.4	85.9
6	Bongo	3.5	0.1	0.4	3.8	0.2	0.6	3.6	0.1	0.4	4.0	0.2	0.6	2.8	0.2	0.6	3.4	0.2	0.5	3.5	0.2	0.5	3.5	86.6
7	Builsa North	3.4	0.1	0.3	3.8	0.2	0.6	3.4	0.1	0.3	3.5	0.2	0.5	4.0	0.2	0.8	3.7	0.2	0.6	3.9	0.2	0.6	3.7	92.6
8	Builsa South	2.9	0.1	0.3	3.6	0.2	0.5	4.0	0.1	0.4	4.0	0.2	0.6	4.0	0.2	0.8	4.0	0.2	0.6	3.6	0.2	0.5	3.8	94.1

No	Name of MMDA (UER)	KPA 1			KPA 2			KPA 3			KPA 4			KPA 5			KPA 6			KPA 7			Overall Rating for 7 KPAs (1-4)	Overall Rating for 7 KPAs (%)
		Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting
1	2	3	4	5= 4*5	6.00	7	8= 7*8	90.00	10	11=10*11	13.00	12	13= 13*14	14.00	15	16 = 16*17	17.00	18	19 = 19*20	20.00	21	22 = 19*20	23=6+ 9+ 12+ 15+ 18+ 21	24 = 22/4*100
9	Garu-Tempane	3.5	0.1	0.4	3.6	0.2	0.5	4.0	0.1	0.4	3.3	0.2	0.5	2.8	0.2	0.6	2.7	0.2	0.4	3.5	0.2	0.5	3.3	81.7
10	Kassena Nankana Municipal	3.6	0.1	0.4	4.0	0.2	0.6	3.3	0.1	0.3	4.0	0.2	0.6	3.6	0.2	0.7	2.8	0.2	0.4	3.7	0.2	0.6	3.6	89.5
11	Kassena Nankana West	3.5	0.1	0.4	4.0	0.2	0.6	4.0	0.1	0.4	4.0	0.2	0.6	3.6	0.2	0.7	3.1	0.2	0.5	3.8	0.2	0.6	3.7	92.6
12	Talensi	2.1	0.1	0.2	3.0	0.2	0.5	4.0	0.1	0.4	3.3	0.2	0.5	2.4	0.2	0.5	2.4	0.2	0.4	2.9	0.2	0.4	2.8	70.4
13	Nadbdam	3.2	0.1	0.3	3.2	0.2	0.5	4.0	0.1	0.4	2.8	0.2	0.4	3.2	0.2	0.6	2.5	0.2	0.4	3.3	0.2	0.5	3.1	77.8

DETAILED CALCULATION - UPPER WEST REGION (UWR)

1	2 Name of MMDA (UWR)	KPA 1			KPA 2			KPA 3			KPA 4				KPA 5			KPA 6		KPA 7			Overall Rating for 7 KPAs (1-4)	Overall Rating for 7 KPAs (%)
		Actual Rating	Over all Weighting	Over all Weighted Rating	Actual Rating	Over all Weighting	Over all Weighted Rating	Actual Rating	Over all Weighting	Over all Weighted Rating	Actual Rating	Over all Weighting	Over all Weighted Rating	Actual Rating	Over all Weighting	Over all Weighted Rating	Actual Rating	Over all Weighting	Over all Weighted Rating	Actual Rating	Over all Weighting	Over all Weighted Rating	Actual Rating	Over all Weighting
		3	4	5= 4*5	6.00	7	8= 7*8	90.00	10	11=10*11	13.00	12	13= 13*14	14.00	15	16= 16*17	17.00	18	19= 19*20	20.00	21	22= 19*20	23=6+ 9+ 12+ 15+ 18+ 21	24= 22/4*100
1	Jirapa	1.1	0.1	0.1	1.0	0.2	0.2	3.3	0.1	0.3	3.0	0.2	0.5	3.0	0.2	0.6	2.8	0.2	0.4	3.4	0.2	0.5	2.6	64.1
2	Lambussie Karni	3.3	0.1	0.3	3.8	0.2	0.6	4.0	0.1	0.4	3.0	0.2	0.5	3.6	0.2	0.7	3.1	0.2	0.5	3.9	0.2	0.6	3.5	87.8
3	Lawra	2.8	0.1	0.3	3.8	0.2	0.6	3.5	0.1	0.4	3.8	0.2	0.6	3.2	0.2	0.6	3.4	0.2	0.5	3.3	0.2	0.5	3.4	85.2
4	Nandom	3.1	0.1	0.3	2.8	0.2	0.4	3.7	0.1	0.4	3.8	0.2	0.6	3.6	0.2	0.7	4.0	0.2	0.6	3.8	0.2	0.6	3.5	88.6
5	Nadowli-Kaleo	2.1	0.1	0.2	3.0	0.2	0.5	3.0	0.1	0.3	3.5	0.2	0.5	3.8	0.2	0.8	3.4	0.2	0.5	3.8	0.2	0.6	3.3	83.0
6	Daffiama-Bissie-Issa	2.3	0.1	0.2	3.2	0.2	0.5	4.0	0.1	0.4	3.3	0.2	0.5	3.4	0.2	0.7	3.1	0.2	0.5	3.9	0.2	0.6	3.3	83.0
7	Sissala East	3.4	0.1	0.3	2.4	0.2	0.4	4.0	0.1	0.4	3.8	0.2	0.6	3.8	0.2	0.8	3.7	0.2	0.6	3.9	0.2	0.6	3.6	88.9
8	Sissala West	3.4	0.1	0.3	2.0	0.2	0.3	3.8	0.1	0.4	3.3	0.2	0.5	4.0	0.2	0.8	3.1	0.2	0.5	3.9	0.2	0.6	3.3	83.6

1	2	KPA 1			KPA 2			KPA 3			KPA 4			KPA 5			KPA 6			KPA 7			Overall Rating for 7 KPAs (1-4)	Overall Rating for 7 KPAs (%)
		Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting
3	4	5= 4*5	6.00	7	8= 7*8	90.00	10	11=10*11	13.00	12	13= 13*14	14.00	15	16 = 16*17	17.00	18	19= 19*20	20.00	21	22= 19*20	23=6+ 9+ 12+ 15+ 18+ 21	24= 22/4*100		
9	Wa East	2.5	0.1	0.3	2.0	0.2	0.3	3.8	0.1	0.4	3.3	0.2	0.5	3.6	0.2	0.7	3.1	0.2	0.5	3.3	0.2	0.5	3.1	77.1
10	Wa Municipal	1.5	0.1	0.2	3.8	0.2	0.6	3.5	0.1	0.4	3.8	0.2	0.6	3.0	0.2	0.6	3.7	0.2	0.6	3.4	0.2	0.5	3.3	82.4
11	Wa West	2.8	0.1	0.3	4.0	0.2	0.6	4.0	0.1	0.4	3.5	0.2	0.5	3.8	0.2	0.8	3.7	0.2	0.6	3.4	0.2	0.5	3.6	90.8

DETAILED CALCULATION - VOLTA REGION (VR)

No	Name of MMDA (VR)	KPA 1			KPA 2			KPA 3			KPA 4			KPA 5			KPA 6			KPA 7			Overall Rating for 7 KPAs (1-4)	Overall Rating for 7 KPAs (%)
		Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting
1	2	3	4	5=4*5	6.00	7	8= 7*8	90.00	10	11=10*11	13.00	12	13= 13*14	14.00	15	16 = 16*17	17.00	18	19= 19*20	20.00	21	22= 19*20	23=6+ 9+ 12+ 15+ 18+ 21	24= 22/4*100
1	Agortime Ziope	2.6	0.1	0.3	3.4	0.2	0.5	2.2	0.1	0.2	3.3	0.2	0.5	2.8	0.2	0.6	0.6	0.2	0.1	2.5	0.2	0.4	2.5	62.6
2	Adaklu	3.7	0.1	0.4	4.0	0.2	0.6	3.2	0.1	0.3	2.8	0.2	0.4	4.0	0.2	0.8	3.7	0.2	0.6	3.4	0.2	0.5	3.6	89.2
3	Akatsi South	3.2	0.1	0.3	4.0	0.2	0.6	3.5	0.1	0.4	1.8	0.2	0.3	3.4	0.2	0.7	2.8	0.2	0.4	3.1	0.2	0.5	3.1	77.4
4	Akatsi North	4.0	0.1	0.4	3.8	0.2	0.6	3.5	0.1	0.4	3.5	0.2	0.5	4.0	0.2	0.8	4.0	0.2	0.6	4.0	0.2	0.6	3.8	96.1
5	Biakoye	2.0	0.1	0.2	4.0	0.2	0.6	2.7	0.1	0.3	3.0	0.2	0.5	2.4	0.2	0.5	2.8	0.2	0.4	3.4	0.2	0.5	2.9	73.3
6	Ho Municipal	4.0	0.1	0.4	4.0	0.2	0.6	4.0	0.1	0.4	2.8	0.2	0.4	3.6	0.2	0.7	4.0	0.2	0.6	3.7	0.2	0.6	3.7	92.2
7	Ho West	3.2	0.1	0.3	3.4	0.2	0.5	3.5	0.1	0.4	3.5	0.2	0.5	3.8	0.2	0.8	4.0	0.2	0.6	3.4	0.2	0.5	3.6	89.4

No	Name of MMDA (VR)	KPA 1			KPA 2			KPA 3			KPA 4			KPA 5			KPA 6			KPA 7			Overall Rating for 7 KPAs (1-4)	Overall Rating for 7 KPAs (%)
		Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting
1	2	3	4	5= 4*5	6.00	7	8= 7*8	90.00	10	11=10*11	13.00	12	13= 13*14	14.00	15	16= 16*17	17.00	18	19= 19*20	20.00	21	22= 19*20	23=6+ 9+12+ 15+ 18+ 21	24= 22/4*100
8	Hohoe Municipal	3.7	0.1	0.4	4.0	0.2	0.6	3.5	0.1	0.4	4.0	0.2	0.6	3.6	0.2	0.7	3.4	0.2	0.5	4.0	0.2	0.6	3.8	93.8
9	Afadzato South	3.0	0.1	0.3	4.0	0.2	0.6	2.8	0.1	0.3	3.8	0.2	0.6	3.6	0.2	0.7	2.2	0.2	0.3	3.7	0.2	0.6	3.3	83.7
10	Jasikan	3.3	0.1	0.3	4.0	0.2	0.6	4.0	0.1	0.4	3.0	0.2	0.5	3.4	0.2	0.7	2.7	0.2	0.4	3.5	0.2	0.5	3.4	84.6
11	Kadjebi	2.5	0.1	0.3	4.0	0.2	0.6	4.0	0.1	0.4	3.3	0.2	0.5	2.8	0.2	0.6	2.4	0.2	0.4	4.0	0.2	0.6	3.3	81.4
12	Keta Municipal	3.3	0.1	0.3	2.8	0.2	0.4	3.2	0.1	0.3	3.5	0.2	0.5	3.6	0.2	0.7	2.5	0.2	0.4	3.4	0.2	0.5	3.2	80.0
13	Ketu North	3.8	0.1	0.4	3.6	0.2	0.5	3.1	0.1	0.3	3.0	0.2	0.5	2.8	0.2	0.6	3.1	0.2	0.5	3.7	0.2	0.6	3.3	81.5
14	Ketu South	3.4	0.1	0.3	3.2	0.2	0.5	3.5	0.1	0.4	4.0	0.2	0.6	3.8	0.2	0.8	2.8	0.2	0.4	3.7	0.2	0.6	3.5	87.6
15	Krachi East	1.9	0.1	0.2	4.0	0.2	0.6	3.4	0.1	0.3	1.8	0.2	0.3	3.2	0.2	0.6	2.2	0.2	0.3	3.2	0.2	0.5	2.8	70.9
16	Krachi West	3.0	0.1	0.3	4.0	0.2	0.6	4.0	0.1	0.4	2.3	0.2	0.3	2.6	0.2	0.5	1.6	0.2	0.2	1.2	0.2	0.2	2.6	64.4

No	Name of MMDA (VR)	KPA 1			KPA 2			KPA 3			KPA 4			KPA 5			KPA 6			KPA 7			Overall Rating for 7 KPAs (1-4)	Overall Rating for 7 KPAs (%)
		Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting
1	2	3	4	5= 4*5	6.00	7	8= 7*8	90.00	10	11=10*11	13.00	12	13= 13*14	14.00	15	16 = 16*17	17.00	18	19= 19*20	20.00	21	22= 19*20	23=6+ 9+12+ 15+ 18+ 21	24= 22/4*100
17	Krachi Nchumuru	3.1	0.1	0.3	4.0	0.2	0.6	2.8	0.1	0.3	3.3	0.2	0.5	2.6	0.2	0.5	1.6	0.2	0.2	2.3	0.2	0.3	2.8	69.6
18	Nkwanta North	3.6	0.1	0.4	3.6	0.2	0.5	4.0	0.1	0.4	3.0	0.2	0.5	2.6	0.2	0.5	2.8	0.2	0.4	3.1	0.2	0.5	3.1	78.7
19	Nkwanta South	2.4	0.1	0.2	4.0	0.2	0.6	3.6	0.1	0.4	4.0	0.2	0.6	3.2	0.2	0.6	2.5	0.2	0.4	4.0	0.2	0.6	3.4	85.4
20	Kpando	3.2	0.1	0.3	4.0	0.2	0.6	4.0	0.1	0.4	3.8	0.2	0.6	3.6	0.2	0.7	2.2	0.2	0.3	4.0	0.2	0.6	3.5	88.3
21	North Dayi	3.3	0.1	0.3	4.0	0.2	0.6	3.1	0.1	0.3	2.5	0.2	0.4	3.4	0.2	0.7	2.2	0.2	0.3	4.0	0.2	0.6	3.2	80.5
22	Central Tongu	2.2	0.1	0.2	3.6	0.2	0.5	4.0	0.1	0.4	3.3	0.2	0.5	2.8	0.2	0.6	3.4	0.2	0.5	3.4	0.2	0.5	3.2	80.7
23	North Tongu	3.3	0.1	0.3	4.0	0.2	0.6	3.5	0.1	0.4	2.0	0.2	0.3	3.2	0.2	0.6	2.8	0.2	0.4	4.0	0.2	0.6	3.2	81.0
24	South Dayi	3.9	0.1	0.4	3.6	0.2	0.5	4.0	0.1	0.4	3.3	0.2	0.5	3.4	0.2	0.7	2.5	0.2	0.4	3.6	0.2	0.5	3.4	85.0
25	South Tongu	3.7	0.1	0.4	4.0	0.2	0.6	3.5	0.1	0.4	2.0	0.2	0.3	3.8	0.2	0.8	3.4	0.2	0.5	3.9	0.2	0.6	3.5	86.7

DETAILED CALCULATION - WESTERN REGION (WR)

No	Name of MMDA (WR)	KPA 1			KPA 2			KPA 3			KPA 4			KPA 5			KPA 6			KPA 7			Overall Rating for 7 KPAs (1-4)	Overall Rating for 7 KPAs (%)
		Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting
1	2	3	4	5= 4*5	6.00	7	8= 7*8	90.00	10	11=10*11	13.00	12	13= 13*14	14.00	15	16 = 16*17	17.00	18	19= 19*20	20.00	21	22= 19*20	23=6+ 9+ 12+ 15+ 18+ 21	24= 22/4*100
1	Ahanta West	3.6	0.1	0.4	3.2	0.2	0.5	4.0	0.1	0.4	2.8	0.2	0.4	2.4	0.2	0.5	2.8	0.2	0.4	4.0	0.2	0.6	3.1	78.7
2	Aowin	2.7	0.1	0.3	4.0	0.2	0.6	4.0	0.1	0.4	3.5	0.2	0.5	3.6	0.2	0.7	2.8	0.2	0.4	4.0	0.2	0.6	3.5	88.4
3	Suaman	2.4	0.1	0.2	3.8	0.2	0.6	3.8	0.1	0.4	3.3	0.2	0.5	3.4	0.2	0.7	2.8	0.2	0.4	3.4	0.2	0.5	3.3	82.2
4	Bia West	2.9	0.1	0.3	4.0	0.2	0.6	4.0	0.1	0.4	2.8	0.2	0.4	3.4	0.2	0.7	2.8	0.2	0.4	4.0	0.2	0.6	3.4	84.9
5	Bia East	2.4	0.1	0.2	2.6	0.2	0.4	4.0	0.1	0.4	3.5	0.2	0.5	3.4	0.2	0.7	0.0	0.2	0.0	3.1	0.2	0.5	2.7	67.3
6	Bibiani Anhwiaso Bekwai	3.6	0.1	0.4	4.0	0.2	0.6	4.0	0.1	0.4	4.0	0.2	0.6	4.0	0.2	0.8	3.4	0.2	0.5	4.0	0.2	0.6	3.9	96.8
7	Ellembele	2.8	0.1	0.3	3.8	0.2	0.6	4.0	0.1	0.4	3.0	0.2	0.5	3.8	0.2	0.8	4.0	0.2	0.6	4.0	0.2	0.6	3.7	91.4
8	Jomoro	2.4	0.1	0.2	4.0	0.2	0.6	3.0	0.1	0.3	2.5	0.2	0.4	3.2	0.2	0.6	4.0	0.2	0.6	4.0	0.2	0.6	3.4	83.9

No	Name of MMDA (WR)	KPA 1			KPA 2			KPA 3			KPA 4			KPA 5			KPA 6			KPA 7			Overall Rating for 7 KPAs (1-4)	Overall Rating for 7 KPAs (%)
		Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting	Over all Weight ed Rating	Actual Rating	Over all Weighting
1	2	3	4	5= 4*5	6.00	7	8= 7*8	90.00	10	11=10*11	13.00	12	13= 13*14	14.00	15	16= 16*17	17.00	18	19= 19*20	20.00	21	22= 19*20	23=6+ 9+ 12+ 15+ 18+ 21	24= 22/4*100
9	Juabeso	2.6	0.1	0.3	4.0	0.2	0.6	3.8	0.1	0.4	3.8	0.2	0.6	3.6	0.2	0.7	3.1	0.2	0.5	4.0	0.2	0.6	3.6	89.4
10	Bodie	1.9	0.1	0.2	4.0	0.2	0.6	4.0	0.1	0.4	3.0	0.2	0.5	3.4	0.2	0.7	2.8	0.2	0.4	3.7	0.2	0.5	3.3	82.2
11	Wassa East	1.6	0.1	0.2	2.4	0.2	0.4	3.5	0.1	0.4	1.0	0.2	0.2	3.0	0.2	0.6	4.0	0.2	0.6	2.5	0.2	0.4	2.6	64.6
12	Mpohor	2.8	0.1	0.3	4.0	0.2	0.6	3.8	0.1	0.4	2.0	0.2	0.3	2.0	0.2	0.4	2.2	0.2	0.3	2.8	0.2	0.4	2.7	67.4
13	Nzema East Municipal	1.8	0.1	0.2	1.8	0.2	0.3	4.0	0.1	0.4	1.0	0.2	0.2	0.0	0.2	0.0	4.0	0.2	0.6	1.7	0.2	0.3	1.9	46.4
14	Prestea-Huni Valley	2.6	0.1	0.3	3.6	0.2	0.5	3.0	0.1	0.3	2.8	0.2	0.4	4.0	0.2	0.8	4.0	0.2	0.6	3.9	0.2	0.6	3.5	87.1
15	Sefwi Akontombra	2.7	0.1	0.3	4.0	0.2	0.6	4.0	0.1	0.4	2.0	0.2	0.3	3.4	0.2	0.7	2.5	0.2	0.4	4.0	0.2	0.6	3.2	80.6
16	Sefwi Wiawso Municipal	2.7	0.1	0.3	4.0	0.2	0.6	4.0	0.1	0.4	3.5	0.2	0.5	3.4	0.2	0.7	3.1	0.2	0.5	4.0	0.2	0.6	3.5	88.5
17	Sekondi-Takoradi Metropolitan	4.0	0.1	0.4	4.0	0.2	0.6	4.0	0.1	0.4	3.3	0.2	0.5	3.0	0.2	0.6	3.4	0.2	0.5	2.8	0.2	0.4	3.4	85.3

No	Name of MMDA (WR)	KPA 1			KPA 2			KPA 3			KPA 4			KPA 5			KPA 6			KPA 7			Overall Rating for 7 KPAs (1-4)	Overall Rating for 7 KPAs (%)
		Actual Rating	Over all Weighting	Over all Weighted Rating	Actual Rating	Over all Weighting	Over all Weighted Rating	Actual Rating	Over all Weighting	Over all Weighted Rating	Actual Rating	Over all Weighting	Over all Weighted Rating	Actual Rating	Over all Weighting	Over all Weighted Rating	Actual Rating	Over all Weighting	Over all Weighted Rating	Actual Rating	Over all Weighting	Over all Weighted Rating	Actual Rating	Over all Weighting
1	2	3	4	5 = 4*5	6.00	7	8 = 7*8	90.00	10	11 = 10*11	13.00	12	13 = 13*14	14.00	15	16 = 16*17	17.00	18	19 = 19*20	20.00	21	22 = 19*20	23 = 6 + 9 + 12 + 15 + 18 + 21	24 = 22/4*100
18	Shama	2.0	0.1	0.2	1.6	0.2	0.2	2.6	0.1	0.3	3.3	0.2	0.5	3.2	0.2	0.6	3.7	0.2	0.6	3.7	0.2	0.6	2.9	73.4
19	Tarkwa-Nsuaem Municipal	3.4	0.1	0.3	4.0	0.2	0.6	4.0	0.1	0.4	4.0	0.2	0.6	3.6	0.2	0.7	4.0	0.2	0.6	3.8	0.2	0.6	3.8	95.8
20	Wassa Amenfi East	1.6	0.1	0.2	2.8	0.2	0.4	4.0	0.1	0.4	2.8	0.2	0.4	3.6	0.2	0.7	1.2	0.2	0.2	3.7	0.2	0.6	2.8	71.2
21	Wassa Amenfi West	2.7	0.1	0.3	4.0	0.2	0.6	4.0	0.1	0.4	3.0	0.2	0.5	3.4	0.2	0.7	3.4	0.2	0.5	4.0	0.2	0.6	3.5	87.8
22	Wassa Amenfi Central	2.7	0.1	0.3	4.0	0.2	0.6	2.6	0.1	0.3	2.8	0.2	0.4	3.0	0.2	0.6	2.8	0.2	0.4	4.0	0.2	0.6	3.2	79.1

ANNEX 1

SAMPLE 2018 PERFORMANCE CONTRACT & PROCESS OF MMDA

ANNEX 1. SAMPLE PERFORMANCE CONTRACT & PROCESS OF MMDA

A. SCHEDULE 1: KEY PERFORMANCE AREAS

5.1 SCHEDULE 1: KEY PERFORMANCE AREAS

The MMDCD shall deliver the following generic key operational and administrative outputs as per the timelines indicated:
KEY PERFORMANCE AREA (KPA) 1: GENERAL ADMINISTRATION

KEY PERFORMANCE INDICATORS (KPIs)		WEIGHT %	SERVICE DELIVERY STANDARDS (SDS)	*RATING SCALE (1 to 4) "For annual evaluation"	OVERALL RATING "For annual evaluation"
<i>a</i>		<i>b</i>	<i>c</i>	<i>d</i>	<i>e = b*d</i>
1.1	Number of departments of MMDAs, non-decentralized institutions, SOEs, Public Corporations etc that participated in joint biannual meetings with MMDAs	20	Participation Professionalism Transparency Accountability		
1.2	At least one sensitization forum organized on Local Governance Law, Local Government Service Protocols, bye laws and all other enactments by the end of the year	20	Participation Professionalism Transparency Accountability		
1.3	All incoming and outgoing correspondences stored in a computerized database on daily basis	15	Professionalism Transparency		
1.4	Website developed by the end of June 2018 and updated monthly	10	Professionalism Transparency Accountability Client Focus		
1.5	**Functional Client Service Unit with trained staff established by end of June 2018	15	Client Focus Professionalism Transparency Accountability		

1.6	A well-managed workplace environment including clean washrooms, office space, office sign post, general landscaping and general office amenities by the end of the year	20	Client Focus E&E use of Resources Professionalism		
OVERALL RATING for KPA 1(Sum of Column e) "For annual evaluation"					

(10 % OVERALL WEIGHT OUT OF SEVEN KPAs)

**Rating scale is indicated in Annex 3.*

***Functional refers to a dedicated office with basic office logistics*

KEY PERFORMANCE AREA (KPA) 2: HUMAN RESOURCE (HR) MANAGEMENT
(15% OVERALL WEIGHT OUT OF OVERALL KPAs)

KEY PERFORMANCE INDICATORS (KPIs)		WEIGHT %	SERVICE DELIVERY STANDARDS (SDS)	*RATING SCALE (1 to 4) "For annual evaluation"	OVERALL RATING "For annual evaluation"
<i>a</i>		<i>b</i>	<i>c</i>	<i>d</i>	<i>e = b*d</i>
2.1	Biannual composite promotion schedule with established vacancies for all grade levels prepared and submitted to RCC by end of January & mid July 2018.	20	Professionalism Transparency		
2.2	Staff salary validated timeously and accurately, and a comprehensive report submitted to RCC by 15th day of the ensuing month	20	Professionalism Transparency		
2.3	HRMIS updated and data submitted to the RCC by the end of every month	20	Professionalism Transparency		
2.4	Comprehensive training plan prepared and submitted to the RCC by the end of March 2018	10	Professionalism Transparency		
2.5	Composite quarterly report on implementation of the Training Plan of MMDA prepared and submitted to the RCC within the 2nd week of the ensuing month	10	Professionalism Transparency		
2.6	Comprehensive staff appraisal schedule implemented by the end of the year	20	Professionalism Transparency Participation		
OVERALL RATING for KPA 2(Sum of Column e) "For annual evaluation"					

*Rating scale is indicated in Annex 3A.

KEY PERFORMANCE AREA (KPA) 3: FINANCIAL MANAGEMENT AND REPORTING
(15 % OVERALL WEIGHT OUT OF OVERALL KPAs)

KEY PERFORMANCE INDICATORS (KPIs)		WEIGHT %	SERVICE DELIVERY STANDARDS (SDS)	*RATING SCALE (1 to 4) "For annual evaluation"	OVERALL RATING "For annual evaluation"
<i>a</i>		<i>B</i>	<i>c</i>	<i>d</i>	<i>e = b*d</i>
3.1	2017 Annual accounts prepared and submitted to the Auditor General and Controller and Accountant General by the end of February 2018.	10	Professionalism Transparency Accountability		
3.2	2018 Annual Audit Plan prepared and submitted to the Principal Spending Officer, Audit Committee and the Internal Audit Agency by the 30th of January of the 2018 financial year	10	Professionalism Transparency Accountability		
3.3	100% of recommendations contained in Internal Audit Reports and 2017 Auditor General's Management Letter implemented by the end of the year	25	Professionalism Transparency Accountability		
3.4	90% of 2018 actual expenditure covered activities in the approved Action Plan	25	Professionalism Transparency Accountability		
3.5	List of rateable properties (moveable & immovable) considered in 2019 fee fixing available by end of December 2018	10	Professionalism Transparency Accountability Client Focus		
3.6	IGF increased by a minimum of 10% by the end of the year	20	Professionalism Transparency Accountability		
OVERALL RATING for KPA 3(Sum of Column e) "For annual evaluation"					

*Rating scale is indicated in Annex 3A.

KEY PERFORMANCE AREA (KPA) 4: INFRASTRUCTURE
(15 % OVERALL WEIGHT OUT OF SEVEN KPAs)

KEY PERFORMANCE INDICATORS (KPIs)		WEIGHT %	SERVICE DELIVERY STANDARDS (SDS)	*RATING SCALE (1 to 4) "For annual evaluation"	OVERALL RATING "For annual evaluation"
<i>a</i>		<i>b</i>	<i>c</i>	<i>d</i>	<i>e = b*d</i>
4.1	80% of approved road programme in the 2018 Annual Action Plan achieved by the end of the year	25	Professionalism Transparency Accountability E&E use of Resources		
4.2	80% of approved programme for buildings and structures (new/ rehabilitated/ maintained) in the 2018 Annual Action Plan achieved by the end of the year	25	Professionalism Transparency Accountability E&E use of Resources		
4.3	80% of Land Use Programs (prepared plans / reviewed plans) implemented by the end of the year	25	Professionalism Transparency Accountability		
4.4	80% of building permit applications submitted are processed and issued by the end of the year	25	Professionalism Transparency Accountability		
OVERALL RATING for KPA 4(Sum of Column e) "For annual evaluation"					3.6

*Rating scale is indicated in Annex 3A.

KEY PERFORMANCE AREA (KPA) 5: SOCIAL SERVICES
(20 % OVERALL WEIGHT OUT OF SEVEN KPAs)

KEY PERFORMANCE INDICATORS (KPIs)		WEIGHT %	SERVICE DELIVERY STANDARDS (SDS)	*RATING SCALE (1 to 4) "For annual evaluation"	OVERALL RATING "For annual evaluation"
<i>a</i>		<i>b</i>	<i>c</i>	<i>d</i>	<i>e = b*d</i>
5.1	Organize quarterly District Education Oversight Committee meetings	20	Professionalism Participation		
5.2	Data on vulnerable groups in MMDA updated by the end of June and December 2018.	20	Professionalism Participation Client Focus		
5.3	80% of approved Gender Based Violence interventions implemented and reported on by the end of the year	20	Professionalism Participation E&E use of Resources Client Focus		
5.4	At least 60% of child protection cases managed effectively by the end of the year.	20	Professionalism Participation Client Focus		
5.5	80% of community mobilization and education programmes of annual action plans executed by the end of the year	20	Professionalism Participation Client Focus		
OVERALL RATING for KPA 5(Sum of Column e) "For annual evaluation"					

*Rating scale is indicated in Annex 3A.

KEY PERFORMANCE AREA (KPA) 6: ECONOMIC DEVELOPMENT
(15 % OVERALL WEIGHT OUT OF SEVEN KPAs)

KEY PERFORMANCE INDICATORS (KPIs)		WEIGHT %	SERVICE DELIVERY STANDARDS (SDS)	*RATING SCALE (1 to 4) "For annual evaluation"	OVERALL RATING "For annual evaluation"
<i>A</i>		<i>b</i>	<i>c</i>	<i>d</i>	<i>e = b*d</i>
6.1	Selected crops and/or livestock and/or fish yield increased by 10% by the end of the year	40	Professionalism Participation Client Focus		
6.2	Transformation of subsistence farming to commercial farming increased by 30% by the end of the year	30	Professionalism Participation Client Focus		
6.3	80% of approved Tourism activities achieved by the end of the year	30	Professionalism Participation Client Focus		
OVERALL RATING for KPA 6(Sum of Column e) "For annual evaluation"					

*Rating scale is indicated in Annex 3A.

KEY PERFORMANCE AREA (KPA) 7: ENVIRONMENT AND SANITATION*(15 % OVERALL WEIGHT OUT OF SEVEN KPAs)*

KEY PERFORMANCE INDICATORS (KPIs)		WEIGHT %	SERVICE DELIVERY STANDARDS (SDS)	*RATING SCALE (1 to 4) "For annual evaluation"	OVERALL RATING "For annual evaluation"
<i>a</i>		<i>b</i>	<i>c</i>	<i>d</i>	<i>e = b*d</i>
7.1	Disaster Preparedness Action Plan Implementation Report for 2018 prepared and submitted to RCC by the end of the year	15	Professionalism Participation E&E use of Resource		
7.2	80% of environmental issues mainstreamed in Annual Action Plan implemented by the end of the year	15	Professionalism Participation E&E use of Resource		
7.3	Population with household toilets increased by 10% by the end of the year.	30	Professionalism Participation Client Focus		
7.4	Routine cleansing of the Central Business District (CBD), Town centres and other Public Spaces	20	Professionalism Participation E&E use of Resource Client Focus		
7.5	Dedicated and well-managed waste disposal site by the end of the year	20	Professionalism Participation E&E use of Resource		
OVERALL RATING for KPA 7(Sum of Column e) "For annual evaluation"					

Rating scale is indicated in Annex 3A.presented in Annex C: Working Sheets*

B. SCHEDULE 2: PERSONAL DEVELOPMENT PLAN**MMDCD's PERSONAL DEVELOPMENT PLAN, (NOT FOR SCORING PURPOSES)**

1. Select appropriate competencies (by circling the Serial No. of the Competency) which the staff requires to perform his/her duties based on the staff's position.
2. Out of the selected competencies, indicate in your plan which competencies need to be improved, stating the expected outcomes to be attained. Also indicate how these competencies are to be improved (e.g. through participation in workshops, conferences, seminars, peer review, coaching, mentoring, on-the-job training, etc.).
3. Evaluation of core competencies (as in rating scale indicated in Annex B

COMPETENCIES		EVALUA-TION **(Rating 1-2-3-4)	WHEN WOULD YOU LIKE TO DEVELOP IT?	WHAT ARE THE EXPECTED OUTCOMES?	HOW WILL IT BE ATTAINED?
1.	ORGANISATION AND MANAGEMENT <ul style="list-style-type: none"> ▪ ABILITY TO PLAN, ORGANISE AND MANAGE WORK LOAD ▪ ABILITY TO WORK SYSTEMATICALLY AND MAINTAIN QUALITY ▪ ABILITY TO MANAGE OTHERS TO ACHIEVE SHARED GOALS 	1 - 2 - 3 - 4			
2.	INNOVATION AND STRATEGIC THINKING <ul style="list-style-type: none"> ▪ SUPPORT FOR ORGANISATIONAL CHANGE ▪ ABILITY TO THINK BROADLY ▪ DEMONSTRATING CREATIVITY IN THINKING 	1 - 2 - 3 - 4			
3.	LEADERSHIP AND DECISION-MAKING <ul style="list-style-type: none"> ▪ ABILITY TO INITIATE ACTION AND PROVIDE DIRECTION TO OTHERS ▪ ACCEPTANCE OF RESPONSIBILITY AND DECISION-MAKING ▪ ABILITY TO EXERCISE GOOD JUDGEMENT 	1 - 2 - 3 - 4			
4.	ORGANISATIONAL DEVELOPMENT AND IMPROVEMENT <ul style="list-style-type: none"> ▪ COMMITMENT TO ORGANISATIONAL DEVELOPMENT ▪ COMMITMENT TO CUSTOMER SATISFACTION ▪ COMMITMENT TO THE DELIVERY OF QUALITY SERVICES AND PRODUCTS 	1 - 2 - 3 - 4			
5.	COMMUNICATION (ORAL, WRITTEN & ELECTRONIC) <ul style="list-style-type: none"> ▪ ABILITY TO COMMUNICATE DECISIONS CLEARLY ▪ ABILITY TO NEGOTIATE AND MANAGE CONFLICT EFFECTIVELY ▪ ABILITY TO RELATE AND NETWORK ACROSS DIFFERENT LEVELS AND DEPARTMENTS 	1 - 2 - 3 - 4			
6.	JOB KNOWLEDGE AND TECHNICAL SKILLS <ul style="list-style-type: none"> ▪ DEMONSTRATION OF RELEVANT JOB EXPERTISE ▪ DEMONSTRATION OF CROSS-FUNCTIONAL AWARENESS ▪ BUILDING, APPLYING AND SHARING OF NECESSARY EXPERTISE AND TECHNOLOGY 	1 - 2 - 3 - 4			

COMPETENCIES		EVALUA-TION **(Rating 1-2-3-4)	WHEN WOULD YOU LIKE TO DEVELOP IT?	WHAT ARE THE EXPECTED OUTCOMES?	HOW WILL IT BE ATTAINED?
7.	SUPPORTING AND COOPERATING <ul style="list-style-type: none"> ▪ ABILITY TO WORK EFFECTIVELY WITH TEAMS, CLIENTS AND STAFF ▪ ABILITY TO SHOW SUPPORT TO OTHERS ▪ KEEPING TO LAID DOWN REGULATIONS AND PROCEDURES ▪ ABILITY TO ADHERE TO ORGANISATION’S PRINCIPLES, ETHICS AND VALUES 	1 - 2 - 3 - 4			
8.	MAXIMISING AND MAINTAINING PRODUCTIVITY <ul style="list-style-type: none"> ▪ ABILITY TO MOTIVATE AND INSPIRE OTHERS ▪ ABILITY TO ACCEPT CHALLENGES AND MANAGE THEM EFFECTIVELY ▪ ABILITY TO MANAGE PRESSURE EFFECTIVELY 	1 - 2 - 3 - 4			
9.	DEVELOPING AND MANAGING BUDGETS <ul style="list-style-type: none"> ▪ FIRM AWARENESS OF FINANCIAL ISSUES AND ACCOUNTABILITIES ▪ UNDERSTANDING OF BUSINESS PROCESSES AND CUSTOMER PRIORITIES ▪ EXECUTING RESULTS-BASED ACTIONS COST-EFFECTIVELY 	1 - 2 - 3 - 4			
10.	ABILITY TO DEVELOP SELF, STAFF AND OTHER STAKEHOLDERS <ul style="list-style-type: none"> ▪ DEMONSTRATING INTEREST IN SELF-DEVELOPMENT ▪ ABILITY TO DEVELOP STAFF ▪ ABILITY TO COACH AND MENTOR STAFF AND OTHER STAKEHOLDERS 	1 - 2 - 3 - 4			
11	Any other competencies, please specify:	1 - 2 - 3 - 4			

Evaluation of core competencies (as in rating scale indicated in Annex B)

OVERALL PERFORMANCE

SCHEDULE 1- KEY PERFORMANCE AREAS (1-6)					
KEY PERFORMANCE AREA	OVERALL WEIGHTING / KPA	ACTUAL RATING / KPA (Sum of Column e from each KPA; Section 5.1)	OVERALL ACTUAL RATING FACTOR / KPA	OBSERVATION	RECOMMENDATION
<i>a</i>	<i>b</i>	<i>c</i>	<i>d = b*c</i>	<i>e</i>	<i>f</i>
KPA 1 General Administration					
KPA 2 Human Resource (HR) Management;					
KPA 3 Financial Management and Reporting;					
KPA 4 Infrastructure					
KPA 5 Service Delivery;					
KPA 6 Economic Development					
KPA 7 Environment and Sanitation					
TOTAL WEIGHTS	100%				
CALCULATED OVERALL RATING (1 to 4) (Sum of Column d)					
CALCULATED OVERALL SCORES (Sum of Column d / 4 * 100)			%		

EVALUATION ON PERSONAL DEVELOPMENT PLAN (NOT FOR SCORING PURPOSES)

COMPETENCIES		EVALUATION (Rating 1-2-3-4) (By marking circle)	BRIEF ON ACTUAL RESULTS	OBSERVATION AND RECOMMENDATION
1.	ORGANISATION AND MANAGEMENT <ul style="list-style-type: none"> ▪ ABILITY TO PLAN, ORGANISE AND MANAGE WORK LOAD ▪ ABILITY TO WORK SYSTEMATICALLY AND MAINTAIN QUALITY ▪ ABILITY TO MANAGE OTHERS TO ACHIEVE SHARED GOALS 	1 - 2 - 3 - 4		
2.	INNOVATION AND STRATEGIC THINKING <ul style="list-style-type: none"> ▪ SUPPORT FOR ORGANISATIONAL CHANGE ▪ ABILITY TO THINK BROADLY ▪ DEMONSTRATING CREATIVITY IN THINKING 	1 - 2 - 3 - 4		
3.	LEADERSHIP AND DECISION-MAKING <ul style="list-style-type: none"> ▪ ABILITY TO INITIATE ACTION AND PROVIDE DIRECTION TO OTHERS ▪ ACCEPTANCE OF RESPONSIBILITY AND DECISION-MAKING ▪ ABILITY TO EXERCISE GOOD JUDGEMENT 	1 - 2 - 3 - 4		
4.	ORGANISATIONAL DEVELOPMENT AND IMPROVEMENT <ul style="list-style-type: none"> ▪ COMMITMENT TO ORGANISATIONAL DEVELOPMENT ▪ COMMITMENT TO CUSTOMER SATISFACTION ▪ COMMITMENT TO THE DELIVERY OF QUALITY SERVICES AND PRODUCTS 	1 - 2 - 3 - 4		
5.	COMMUNICATION (ORAL, WRITTEN & ELECTRONIC) <ul style="list-style-type: none"> ▪ ABILITY TO COMMUNICATE DECISIONS CLEARLY ▪ ABILITY TO NEGOTIATE AND MANAGE CONFLICT EFFECTIVELY ▪ ABILITY TO RELATE AND NETWORK ACROSS DIFFERENT LEVELS AND DEPARTMENTS 	1 - 2 - 3 - 4		
6.	JOB KNOWLEDGE AND TECHNICAL SKILLS <ul style="list-style-type: none"> ▪ DEMONSTRATION OF RELEVANT JOB EXPERTISE ▪ DEMONSTRATION OF CROSS-FUNCTIONAL AWARENESS ▪ BUILDING, APPLYING AND SHARING OF NECESSARY EXPERTISE AND TECHNOLOGY 	1 - 2 - 3 - 4		

COMPETENCIES		EVALUATION (Rating 1-2-3-4) (By marking circle)	BRIEF ON ACTUAL RESULTS	OBSERVATION AND RECOMMENDATION
7.	<p>SUPPORTING AND COOPERATING</p> <ul style="list-style-type: none"> ▪ ABILITY TO WORK EFFECTIVELY WITH TEAMS, CLIENTS AND STAFF ▪ ABILITY TO SHOW SUPPORT TO OTHERS ▪ KEEPING TO LAID DOWN REGULATIONS AND PROCEDURES ▪ ABILITY TO ADHERE TO ORGANISATION'S PRINCIPLES, ETHICS AND VALUES 	1 - 2 - 3 - 4		
8.	<p>MAXIMISING AND MAINTAINING PRODUCTIVITY</p> <ul style="list-style-type: none"> ▪ ABILITY TO MOTIVATE AND INSPIRE OTHERS ▪ ABILITY TO ACCEPT CHALLENGES AND MANAGE THEM EFFECTIVELY ▪ ABILITY TO MANAGE PRESSURE EFFECTIVELY 	1 - 2 - 3 - 4		
9.	<p>DEVELOPING AND MANAGING BUDGETS</p> <ul style="list-style-type: none"> ▪ FIRM AWARENESS OF FINANCIAL ISSUES AND ACCOUNTABILITIES ▪ UNDERSTANDING OF BUSINESS PROCESSES AND CUSTOMER PRIORITIES ▪ EXECUTING RESULTS-BASED ACTIONS COST-EFFECTIVELY 	1 - 2 - 3 - 4		
10.	<p>ABILITY TO DEVELOP SELF, STAFF AND OTHER STAKEHOLDERS</p> <ul style="list-style-type: none"> ▪ DEMONSTRATING INTEREST IN SELF-DEVELOPMENT ▪ ABILITY TO DEVELOP STAFF ▪ ABILITY TO COACH AND MENTOR STAFF AND OTHER STAKEHOLDERS 	1 - 2 - 3 - 4		
11.	<p>Any other competencies, please specify:</p>	1 - 2 - 3 - 4		

Evaluation of core competencies (as in rating scale indicated in Annex B)

COMMENTS ON PERFORMANCE ACHIEVEMENTS

(Comment on Performance achievements and additional contributions made)

HON. MMDCE's COMMENTS ON PERFORMANCE ACHIEVEMENTS

Refer to Annual Performance Evaluation

.....
.....

MMDCD's COMMENTS ON PERFORMANCE ACHIEVEMENTS

Refer to Section Annual Performance Evaluation

.....
.....

CAREER DEVELOPMENT / CAPACITY BUILDING NEEDS - COMMENTS

(To Be Completed by Hon. MMDCE & MMDCD)

Refer to Section 3.2: Evaluation on Personal Development

.....
.....

ASSESSMENT DECISION & CONCLUSION

(BY HON. MMDCE & MMDCD)

CRITERIA FOR RATING OVERALL PERFORMANCE

(Refer to Calculated Overall Scores (%) from Annual Performance Evaluation)

Mark "X" in the appropriate box

Excellent (4): 80-100% (Outstanding)

MMDCD fully met and exceeded the agreed indicators and time lines and produced results of excellent quality. The Officer is a model of excellence in terms of the results achieved and the means by which they were achieved. *(publicize his/her outstanding performance and recommend him/her for appropriate reward)*

Very Good (3): 70-79% (Exceeded the requirement)

MMDCD achieved most of the agreed indicators and has produced results of good quality within agreed time lines. *(Recognize his/her very good performance & encourage him/her through Coaching, Mentoring, training, etc.)*

Good (2): 60-69% (Met the requirement= 60%)

MMDCD achieved the minimum number of agreed indicators and provided adequate supporting rationale/reasons for not achieving all of the specified targets. *(Encourage him/her through Coaching, Mentoring, training, etc. for further improvement)*

Unsatisfactory (1): Below 60% (Did not meet the requirement)

CD/RCD performance did not meet the standard expected for the job i.e. did not achieved most of the agreed indicators within the time frame provided and was unable to provide reasons or provided unacceptable reasons for unachieved targets. *(Apply appropriate sanction and necessary counseling)*

CONCLUDING REMARKS BY HEAD OF SERVICE

.....
.....

ANNEX A: RATING SCALES ON THE ASSESSMENT OF KEY PERFORMANCE INDICATOR (KPI)

To compute score obtained on Indicator, a scale of One (1) to Four (4) was provided.

The following table provides the definitions for the rating scale for assessing the level of achievement of Indicators.

[\(REFER TO SCHEDULE 1\)](#)

RATING		DEFINITION OF ACHIEVEMENT ON KEY PERFORMANCE INDICATOR (KPI)
4	Excellent:	He/ She fully met and exceeded the agreed indicators and time lines and has produced results of excellent quality. The Officer is a model of excellence in terms of the results achieved and the means by which they were achieved.
3	Very good:	He/ She achieved most of the agreed indicators and indicators and has produced results of good quality within agreed time lines.
2	Good:	He/ She achieved the minimum number of agreed indicators and provided adequate supporting rationale/reasons for not achieving all of the specified targets.
1	Unsatisfactory:	His/ Her performance did not meet the standard expected for the job i.e. He/ She has not achieved most of the agreed indicators within the time frame provided and is unable to provide reasons or provides unacceptable reasons for unachieved targets.

ANNEX B: RATING SCALES ON THE ASSESSMENT OF COMPETENCY

[\(REFER TO SCHEDULE 2\)](#)

RATING		EXPLANATION (EVALUATION OF COMPETENCY)
4	Excellent	Consistently demonstrated this competency and always encouraged others to do same. Four (4) or more examples can be evidenced to support this rating.
3	Very Good	Frequently demonstrated this competency and sometimes encouraged others to do same. Three (3) examples can be evidenced to support this rating.
2	Good	Demonstrated this competency at least two (2) examples can be evidenced to support this rating. Meets expectation on this competency requirement.
1	Unsatisfactory	Not at all demonstrated this behaviour competency and three (3) or more examples can be evidenced to support this rating. Demonstration of requirements of this behavioural competency was unacceptable and did not meet any expectation.

ANNEX C: WORKING SHEET

Reference (No. of KPA, KPI, etc.)	Topic / Issue (Brief Reference)	Information / Justification/ Verification on Scoring (1- 2 - 3 - 4)	Remarks